

Statement of Purpose

The Hewlett Foundation, incorporated as a private foundation in the State of California in 1966, was established by the Palo Alto industrialist William R. Hewlett, his wife, Flora Lamson Hewlett, and their eldest son, Walter B. Hewlett. The Foundation's broad purpose, as stated in the articles of incorporation, is to promote the well-being of mankind by supporting selected activities of a charitable nature, as well as organizations or institutions engaged in such activities.

The Foundation concentrates its resources on activities in education, performing arts, population, environment, conflict resolution, family and community development, and U.S.–Latin American relations.

Some subareas of interest to the Foundation are listed in the program descriptions that follow. Special projects outside of these broad areas may from time to time be approved by the Board of Directors. Although the Hewlett Foundation is a national foundation, with no geographic limit stipulated in its charter, a portion of disburseable funds has been earmarked for projects in the San Francisco Bay Area.

The Foundation has a strong commitment to the voluntary, nonprofit sector. It will therefore assist efforts to improve the financial base and efficiency of organizations and institutions in this category. Proposals that show promise of stimulating private philanthropy are particularly welcome.

In its grantmaking decisions as well as in its interests and activities, the Hewlett Foundation is wholly independent of the Hewlett-Packard Company and the Hewlett-Packard Company Foundation.

For additional information and a list of grantees, please consult the Foundation's website at www.hewlett.org.

President's Statement

a *n Invitation to Improve the Effectiveness of the Nonprofit Sector*

This is an invitation to funders—both foundations and individual philanthropists—and to the nonprofit organizations they support to join together to improve the effectiveness of our work.

Some writers, myself included, talk of grants as “investments” in nonprofit organizations. The investment metaphor implies that a dollar spent to achieve our social, environmental, or other goals should go as far as possible toward advancing those goals. Pursuing the metaphor, I want to suggest that the sector would be better off if nonprofit capital markets—that is, the arenas in which the activities of funders and nonprofits are coordinated—functioned more effectively. This essay proposes that we work to overcome three different barriers to a more effective nonprofit sector: inadequate information about nonprofit organizations; inadequate information about the practices of funders; and insufficient coordination among funders trying to achieve similar goals.

Information that Funders Need About Nonprofit Organizations

In the business sector, capital markets provide information that facilitates transactions between investors and business organizations. In the nonprofit sector, funders trying to decide where to invest their grant dollars have no systematically reliable information about the quality and efficacy of nonprofits. They must rely on individualized, intuitive assessments of these organizations—not just with respect to startups, but even when considering investing in relatively mature organizations.

The fundamental problem is the lack of a “social” bottom-line equivalent of the financial returns of business organizations. Even if the nonprofit sector had counterparts to the Securities and Exchange Commission and the myriad analysts who assess the performance of business enterprises, nonprofit organizations simply do not produce much of the information about outcomes that savvy

funders would want. In fields as diverse as education, the environment, and community development, it is often difficult to know whether grant-supported activities have any impact at all, let alone to measure the social return on investment.

It is relatively easy to track the outputs and costs of operations—for example, how many people were served at what cost per person. But the nonprofit sector needs more than this. We need to measure social outcomes, or at least the attainment of milestones necessary to produce those outcomes. Such metrics are as important for the nonprofit organizations themselves as they are for funders. While funders need the metrics to make intelligent investment decisions, the organizations need the same information to know what they are in fact delivering and to get the feedback necessary for continuous improvement.

The beginning of a solution lies at the sectoral level, among groups of organizations (e.g., elementary schools, workforce development programs) that aspire to similar outcomes. These organizations could articulate their core values and objectives and then work to develop common metrics. I don't mean to suggest that this is easy work. Even within a particular sector, many organizations have different, or differently weighted, objectives, and the development of common metrics may be complex and contentious. Moreover, data collection is often expensive and its analysis fraught with uncertainty. Nonetheless, it is only a slight exaggeration to say that, in the absence of this information, neither foundations nor the nonprofits they fund can know if they are effective or successful.

Information About Funders' Practices and Work

Information about outcomes must ultimately come from the organizations that do the real work of the nonprofit sector. However, the sector would also benefit enormously if funders captured and disseminated information about their own practices.

To be sure, organizations seeking information about potential funders have a valuable resource in The Foundation Center, which publishes a comprehensive database of foundation grant guidelines and procedures. But it is rare for foundations to go beyond this to

make available information about the effectiveness of particular grantmaking strategies—information that would benefit other funders as well as the sector more broadly.

The problem is not just one of dissemination. The knowledge that exists within a foundation tends to be anecdotal and often resides only in the heads of staff members or in uncataloged documents in their files; for all practical purposes, this knowledge disappears when a program officer moves on. Imagine the value to the sector as a whole if foundations not only maintained such information for internal purposes but also made it publicly available. Relevant types of information include:

- Applied knowledge in the fields in which a foundation works (e.g., the lessons learned from comprehensive community initiatives);
- A foundation's experience with various grantmaking procedures and devices (e.g., approaches to due diligence and evaluation, "socially responsible" investment of their portfolios, and program-related investments); and
- The lessons learned from particular initiatives and grants.

Improving the nonprofit sector depends as much on learning from failures as on replicating successes. Barriers to the public acknowledgment of failure include the egos of foundation personnel and the potential harm to grantees and to funder-grantee relationships. If we can overcome the ego problems, however, we can probably figure out how to disseminate information without inappropriately casting aspersions on grantees.

Beyond Information, Toward Coordination

Let me turn to some matters that go beyond communication, to expanding the ways that funders could pool their resources to achieve common aims. A major function of capital markets in the private sector is to help coordinate and aggregate the investments of multiple investors—ranging from a handful in the case of venture capital to many thousands in publicly held companies. Equivalent philanthropic practices would include:

- Investing in funders' collaboratives;
- Investing in intermediary organizations that do regranting, fund social entrepreneurs, and manage portfolios of grants;
- Sharing the responsibilities of due diligence, so that potential investors in a common enterprise could accord a degree of deference to a lead funder with expertise in the subject; and
- Collaborating in developing management information systems and other methods of evaluation for similar grantee organizations.

Although there are real-world examples of each of these, their full potential is nowhere close to being realized. Barriers to collaboration include the desire for control or authorship—the “not invented here” syndrome—and an inflexible insistence that a grantee meet all of a funder's specific requirements when, inevitably, different funders will have somewhat different criteria. These barriers can be overcome over time through the mutual trust and give-and-take that result from collegial interaction.

Conclusion

For each of the problems described above, there are notable instances of effective solutions. For example, through its OASIS project, the Roberts Enterprise Development Fund is supporting the creation and dissemination of systems to track the outcomes of workforce development programs. The websites of the Annie E. Casey, Edna McConnell Clark, Robert Wood Johnson, and W. K. Kellogg foundations provide valuable information for others working in the same fields. There are also quite a few examples of collaboration among funders: just drawing on our own experience during the past year, The William and Flora Hewlett Foundation supported the OASIS project, engaged in joint ventures with the James Irvine, John D. and Catherine T. MacArthur, Andrew W. Mellon, and David and Lucile Packard foundations, and joined with other funders to create the Foundation Incubator in Silicon Valley.

Yet there is much more that could be done—with the potential for greatly increasing the nonprofit sector's impact on the social and environmental problems that confront this nation and the

world beyond. We at the Hewlett Foundation are committed to improving our own practices and supporting others in each of the areas mentioned above. We welcome alliances with those who share our concerns and are undertaking similar efforts.*

PAUL BREST
SUMMER 2001

*For an excellent, foundational discussion of the premises of this essay, see Jed Emerson, “The US Nonprofit Capital Market: An Introductory Overview of Investors, Instruments,” in The REDF Box Set, Volume II: Investors’ Perspectives, www.redf.org; Regina Herzlinger, “Can Public Trust in Nonprofits and Governments Be Restored?” *Harvard Business Review* 74 (1996): 97–107.

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THE PROGRAM STATEMENTS that follow describe certain specific objectives of the Hewlett Foundation. Certain fundamental principles underlie all the programs and all the funding choices the Foundation makes.

FIRST, the Foundation is strongly committed to the voluntary, non-profit sector that lies between citizens, industry, and government. Institutions and organizations in this category serve purposes important to our society. Accordingly, the Foundation assists efforts to promote their growth and vitality and to increase their efficacy.

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

The conflict resolution program supports work in a wide variety of settings. The Foundation favors general support grants intended to strengthen the institutional capacity of conflict resolution organizations and research centers. Grants are made in six categories.

Theory Development. The Foundation is particularly interested in university-based centers that demonstrate both a strong commitment to systematic, interdisciplinary research on conflict resolution and an ability to contribute to the improvement of conflict resolution practice. The Foundation also supports collaborations of institutions and scholars in extended research undertakings of relevance to practitioners and policymakers.

Practitioner Organizations. The Foundation provides institutional support to leading conflict resolution practitioner organizations that serve a national audience. The Foundation accords preference to organizations that serve low-income communities and people of color, or that leverage federal or state policy initiatives to advance conflict resolution concepts widely. The Foundation does not support local groups, with some exceptions involving collaborative grants with other Foundation programs.

Promotion of the Field. The Foundation supports organizations that (1) educate potential users about conflict resolution techniques; (2) serve the training and support needs of professionals and volunteers in the field of conflict resolution; and/or (3) promote the field as a whole.

Consensus Building, Public Participation, and Policymaking. Recognizing that the origins of conflict can often be traced to defects in methods of communication and participation in policymaking, the Foundation assists organizations that demonstrate means of improving the process of decisionmaking on issues of major public importance. The Foundation's interest is focused primarily on facilitating and convening organizations that explore new ways of

Program Description

approaching contentious public policy issues through collaborative action that addresses the legitimate interests of stakeholders.

International Conflict Resolution. The Foundation supports a limited number of organizations that are working on both the international application of conflict resolution methods and the development of practice-relevant theory related to ethnic, ideological, religious, racial, and other intergroup conflict around the world. Applicants in this area are expected to show significant field-level involvement with conflicts having international ramifications. This is the only category of the conflict resolution program in which overseas initiatives are considered.

Emerging Issues. Each year the Foundation considers a small number of proposals addressed to emerging issues in the conflict resolution field. Grants support short-term projects responsive to such critical concerns as evaluation and professional standards. Applicants must demonstrate multi-party involvement in the work plan and project governance as well as compelling evidence of likely impact on the field at large.

Practitioner Organizations

<p>CONSENSUS ORGANIZING INSTITUTE San Diego, California <i>For general support</i></p>	\$370,000
<p>PARTNERS FOR DEMOCRATIC CHANGE San Francisco, California <i>For the Practitioners Research and Writing Institute</i></p>	250,000

Promotion of the Field

<p>ACADEMY OF FAMILY MEDIATORS Lexington, Massachusetts <i>For the Voluntary Mediator Certification Project and for an upcoming merger with SPIDR and CREnet</i></p>	75,000
<p>AMERICAN BAR ASSOCIATION FUND FOR JUSTICE AND EDUCATION, SECTION OF DISPUTE RESOLUTION Washington, D.C. <i>For general support</i></p>	300,000
<p>CALIFORNIA DISPUTE RESOLUTION INSTITUTE San Francisco, California <i>For general support</i></p>	300,000
<p>EDUCATORS FOR SOCIAL RESPONSIBILITY Cambridge, Massachusetts <i>For general support</i></p>	300,000
<p>HARVARD UNIVERSITY, SCHOOL OF PUBLIC HEALTH Boston, Massachusetts <i>For the Program for Health Care Negotiations and Conflict Resolution</i></p>	300,000
<p>INSTITUTE FOR THE STUDY OF CONFLICT TRANSFORMATION New York, New York <i>For general support</i></p>	300,000
<p>NATIONAL ASSOCIATION FOR COMMUNITY MEDIATION Washington, D.C. <i>For general support</i></p>	950,000
<p>NATIONAL CONFERENCE ON PEACEMAKING AND CONFLICT RESOLUTION Bensalem, Pennsylvania <i>For general support</i></p>	300,000
<p>SOCIETY OF PROFESSIONALS IN DISPUTE RESOLUTION Washington, D.C. <i>For the ongoing consolidation process with the Conflict Resolution in Education Network, the Academy of Family Mediators, and Society of Professionals in Dispute Resolution</i></p>	75,000
<p><i>For the merger with the Academy of Family Mediators and the Conflict Resolution in Education Network</i></p>	2,450,000

Conflict Resolution: Organizations (by Category)	Grants Authorized 2000
UNIVERSITY OF SOUTH FLORIDA, LOUIS DE LA PARTE FLORIDA MENTAL HEALTH INSTITUTE Tampa, Florida <i>For the Collaborative for Conflict Management in Mental Health</i>	300,000
STANFORD UNIVERSITY, LAW SCHOOL Stanford, California <i>To develop law school course materials on problem solving and conflict resolution</i>	140,000

Consensus Building, Public Participation, and Policymaking

CITIES, COUNTIES AND SCHOOLS PARTNERSHIP Sacramento, California <i>For general support</i>	300,000
COMMUNITY PARTNERS Los Angeles, California <i>For the California 2000 project</i>	200,000
NORTH DAKOTA CONSENSUS COUNCIL Bismarck, North Dakota <i>For general support</i>	250,000
PORTLAND STATE UNIVERSITY, COLLEGE OF URBAN AND PUBLIC AFFAIRS Portland, Oregon <i>For the Policy Consensus Center</i>	285,000
THE SAN DIEGO FOUNDATION La Jolla, California <i>For the San Diego Dialogue project entitled Engaging Attentive Citizens and Likely Voters Around the Future of Livable Communities</i>	300,000
VERMONT LAW SCHOOL South Royalton, Vermont <i>For the Program on Consensus, Democracy and Government Decisions</i>	300,000

International Conflict Resolution

UNIVERSITY OF CALIFORNIA AT IRVINE, GLOBAL PEACE AND CONFLICT STUDIES Irvine, California <i>For a project entitled Abkhaz-Georgian Peace Building and Cooperation Among Multiple Initiatives</i>	300,000
COLUMBIA UNIVERSITY, SCHOOL OF INTERNATIONAL AND PUBLIC AFFAIRS New York, New York <i>For the International Conflict Resolution Program and the Conflict Resolution Network</i>	400,000
COMMUNITY DIALOGUE Belfast, Northern Ireland <i>For a project entitled Creating Partners: Understanding the Dynamics of Reconciliation in Northern Ireland</i>	200,000

Conflict Resolution: Organizations (by Category)	Grants Authorized 2000
CONFLICT MANAGEMENT GROUP Cambridge, Massachusetts <i>For the Applied Conflict Resolution Organizations Network</i>	50,000
CONFLICT RESOLUTION, RESEARCH AND RESOURCE INSTITUTE Tacoma, Washington <i>For general support</i>	100,000
COUNCIL ON FOREIGN RELATIONS New York, New York <i>For the Center for Preventive Action</i>	1,000,000
EUROPEAN CENTRE FOR CONFLICT PREVENTION Utrecht, The Netherlands <i>For the European Platform for Conflict Prevention and Transformation</i>	300,000
FORUM ON EARLY WARNING AND EARLY RESPONSE London, England <i>For general support</i>	300,000
FOUNDATION FOR INTERNATIONAL SECURITY Banbury, Oxfordshire, England <i>For general support</i>	200,000
FUND FOR PEACE Washington, D.C. <i>For general support</i>	150,000
HARVARD UNIVERSITY, CENTER FOR INTERNATIONAL AFFAIRS Cambridge, Massachusetts <i>For the Program on International Conflict Analysis and Resolution</i>	200,000
HARVARD UNIVERSITY, JOHN F. KENNEDY SCHOOL OF GOVERNMENT Cambridge, Massachusetts <i>For the Women Waging Peace Initiative</i>	100,000
HENRY L. STIMSON CENTER Washington, D.C. <i>For general support</i>	325,000
INTERNATIONAL ALERT London, England <i>For general support</i>	600,000
INTERNATIONAL CENTER FOR RELIGION AND DIPLOMACY Washington, D.C. <i>For general support</i>	300,000
INTERNATIONAL CRISIS GROUP Washington, D.C. <i>For general support</i>	750,000

Conflict Resolution: Organizations (by Category)	Grants Authorized 2000
INTERNATIONAL PEACE ACADEMY New York, New York <i>For general support</i>	150,000
INTERNATIONAL RESOURCE GROUP ON DISARMAMENT AND SECURITY IN THE HORN OF AFRICA Nairobi, Kenya <i>For general support</i>	300,000
SEARCH FOR COMMON GROUND Washington, D.C. <i>For general support</i>	900,000
TUFTS UNIVERSITY, FLETCHER SCHOOL OF LAW AND DIPLOMACY Medford, Massachusetts <i>For the Center for Human Rights and Conflict Resolution</i>	275,000
WEST AFRICA NETWORK FOR PEACEBUILDING Accra, Ghana <i>For general support</i>	300,000

Emerging Issues

CDR ASSOCIATES Boulder, Colorado <i>For research and development related to the establishment of an advanced training institute in mediation and conflict resolution</i>	50,000
UNIVERSITY OF GEORGIA, CARL VINSON INSTITUTE OF GOVERNMENT Athens, Georgia <i>For the Mediator Skills Project</i>	50,000

Other

ARIZONA SUPREME COURT Tucson, Arizona <i>For Dividing the Waters project (Collaboration with Environment)</i>	100,000
CONSENSUS BUILDING INSTITUTE Cambridge, Massachusetts <i>For the Deep Space Network Antennas multiparty mediation project at the Jet Propulsion Laboratory</i>	30,000
ENVIRONMENT NOW Santa Monica, California <i>For Californians and the Land (Collaboration with Environment)</i>	50,000

Conflict Resolution: Organizations (by Category)	Grants Authorized 2000
FOUNDATION FOR SELF-SUFFICIENCY IN CENTRAL AMERICA Round Rock, Texas <i>For La Coordinadora del Bajo Lempa in El Salvador (Collaboration with U.S.–Latin American Relations)</i>	39,750
INDIAN LAW RESOURCE CENTER Helena, Montana <i>For general support (Collaboration with Environment and U.S.–Latin American Relations)</i>	0
UNIVERSITY OF MICHIGAN, SCHOOL OF NATURAL RESOURCES AND ENVIRONMENT Ann Arbor, Michigan <i>For the development of training and educational resources on collaborative processes in environmental problem solving (Collaboration with Environment)</i>	0
PACIFIC INSTITUTE FOR STUDIES IN DEVELOPMENT, ENVIRONMENT AND SECURITY Oakland, California <i>For general support (Collaboration with Population and Environment)</i>	96,000
POLICYLINK Oakland, California <i>For the Community Capital Investment Initiative project (Collaboration with Family and Community Development and Environment)</i>	0
TANANA CHIEFS CONFERENCE Fairbanks, Alaska <i>For training and workshops on negotiation skills (Collaboration with Environment)</i>	80,000
THE TIDES CENTER San Francisco, California <i>For the Resources for Community Collaboration 2001 conference (Collaboration with Environment)</i> <i>For the Resources for Community Collaboration project (Collaboration with Environment)</i>	24,750 150,000
UNIVERSIDAD DIEGO PORTALES, ESCUELA DE DERECHO Santiago, Chile <i>For the Programa de Justicia Criminal (Collaboration with U.S.–Latin American Relations)</i>	100,000
UNIVERSITY OF VIRGINIA, INSTITUTE FOR ENVIRONMENTAL NEGOTIATIONS Charlottesville, Virginia <i>For the Community-based Collaborative Research Consortium and Guidance Project (Collaboration with Environment)</i>	130,000

Education

Grants in the education program are made to promote long-term institutional development, reform, or renewal in the program areas described below. Proposals that do not fit directly within the stated areas may be considered if they are of exceptional merit and advance the Foundation's interest in improving elementary, secondary, or higher education.

Priorities may change from year to year. Guidelines are available on the Foundation's website (www.hewlett.org). Applicants are encouraged to submit a brief letter of inquiry for review before preparing a complete proposal. Grants are awarded on the basis of merit, educational importance, relevance to program goals, and cost-effectiveness.

Program Description

Higher Education

Grantmaking in this program has focused on higher education in the United States. Grants have been generally limited to liberal arts-oriented institutions and research universities, with emphasis on established institutions with strong records of exemplary work. Ideas that can also be applied to other such institutions are preferred.

Pluralism and Unity. Colleges and universities play a significant role in fostering appreciation for both diversity and the common good in our society. The Foundation has supported such efforts and seeks to nurture ideas and programs that unify individuals and groups while respecting the differences between and among them. Institutions must demonstrate a commitment to these twin goals of pluralism and unity in their own policies, practices, and aspirations.

Liberal Arts Institutions. The Foundation has supported private liberal arts colleges and small to mid-sized comprehensive private universities that engage in self-assessment, planning, and program development to enhance the teaching-learning relationship, with emphasis on programs that strengthen the connection among liberal learning, students' career potential and goals, responsible citizenship, and personal development. This program favors but is not limited to institutions in California, Oregon, and Washington.

General Education in Research Universities. The Foundation has supported initiatives in research universities to rethink and improve the general education of lower-division undergraduates. Proposals that focus on student outcomes, faculty incentives, teaching innovations, and especially the general education curriculum taken as a whole have been favored over those concerned only with curriculum design.

Tools of Scholarship. A limited number of grants have been made to research library “umbrella” organizations (but not to individual libraries) and similar collaborative entities to address digital technology and related information-age implications for research libraries.

Historically Black Private Colleges and Universities. In partnership with the Bush Foundation, The William and Flora Hewlett Foundation supports an ongoing program of grants for capital needs and faculty development at private black colleges and universities. This program is administered by the Bush Foundation.

Elementary and Secondary Education

Grants in the K-12 area are generally limited to California programs, with primary emphasis on public schools in the San Francisco Bay Area. Proposals are expected to aim for systemic significance in an effort to advance educational reform. In this program the Foundation has favored schools, school districts, colleges, universities, and groupings of these entities. Third parties have been considered when a school or district is an advocate and a beneficiary of their work.

The Hewlett and Annenberg foundations in May 1995 jointly awarded a \$50 million, five-year matching challenge grant to the Bay Area School Reform Collaborative for public school reform in the counties of San Francisco, San Mateo, Santa Clara, Alameda, Contra Costa, and Marin. Both foundations renewed their commitment to reform in the Bay Area with a second five-year grant awarded in 2000. Programs that reinforce the reform objectives of the Collaborative have been given highest priority in the consideration of proposals in the categories described below.

The Teaching Career. The Foundation has supported programs carried out by colleges, universities, school districts, or other agencies in partnership with schools dedicated to strengthening the profession of teaching and to improving teachers' career preparation and professional development. The Foundation has sought to support new and effective approaches to preservice training, initiation into classroom practice, continued development, and professional standards to enhance teacher effectiveness and the career attractiveness of teaching.

School Site and District Leadership. The Foundation has supported efforts to build leadership and management skills among public school superintendents, district staff, and school principals and, when integral to a school reform strategy, among school board members, teachers, and school teams. In adopting this emphasis, the Foundation explicitly recognized the growing challenge of school leadership and management in sustaining school reform, the importance of building coherent strategies from a set of reform options, the value in applying skills developed in other areas to schools, and the need to strengthen leaders and managers as professionals on whom much of the success of school reform depends.

Educational Policy. The Foundation has funded organizations and efforts that promise to contribute significantly to policy studies affecting school reform and improved public elementary and secondary education nationally and in California.

In all of its education programs, the Foundation will not, except where explicitly indicated above, consider requests to fund student aid, construction, equipment and computer purchases, basic scientific research, health research, or health education programs. In general, the Foundation discourages requests benefiting only individual institutions except as these may explicitly relate to stated Foundation objectives.

Higher Education

Pluralism and Unity

To support pluralism and unity programs at colleges and universities

BRANDEIS UNIVERSITY Waltham, Massachusetts	\$150,000
CARNEGIE MELLON UNIVERSITY Pittsburgh, Pennsylvania	140,000
EVERGREEN STATE COLLEGE, WASHINGTON CENTER FOR UNDERGRADUATE EDUCATION Olympia, Washington	150,000
GEORGETOWN UNIVERSITY Washington, D.C.	150,000
MACALESTER COLLEGE Saint Paul, Minnesota	75,000
UNIVERSITY OF MARYLAND College Park, Maryland	150,000
UNIVERSITY OF ROCHESTER Rochester, New York	150,000
SAINT OLAF COLLEGE Northfield, Minnesota	150,000
STANFORD UNIVERSITY, CENTER FOR COMPARATIVE STUDIES IN RACE AND ETHNICITY Stanford, California	450,000
TEACHERS COLLEGE, COLUMBIA UNIVERSITY New York, New York <i>To sponsor the attendance of California journalists at the Hechinger Institute seminars</i>	150,000
WHITWORTH COLLEGE, CULTURES AND COMMUNITY PROJECT Spokane, Washington	75,000

Research Universities: General Education

To support programs in general education

UNIVERSITY OF IOWA, GLOBAL HEALTH STUDIES PROGRAM Iowa City, Iowa	150,000
UNIVERSITY OF MICHIGAN, DEPARTMENT OF GEOLOGICAL SCIENCES Ann Arbor, Michigan	150,000
MONTANA STATE UNIVERSITY, COLLEGE OF LETTERS AND SCIENCE Bozeman, Montana	150,000
UNIVERSITY OF NEW MEXICO Albuquerque, New Mexico	150,000

Education: Organizations (by Category)	Grants Authorized 2000
NORTH CAROLINA STATE UNIVERSITY Raleigh, North Carolina	150,000
NORTHEASTERN UNIVERSITY Boston, Massachusetts	150,000
UNIVERSITY OF OREGON Eugene, Oregon	150,000
PENNSYLVANIA STATE UNIVERSITY, DIVISION OF UNDERGRADUATE STUDIES University Park, Pennsylvania	150,000
SAINT LOUIS UNIVERSITY St. Louis, Missouri	150,000
SOUTHERN ILLINOIS UNIVERSITY AT CARBONDALE Carbondale, Illinois	150,000
STATE UNIVERSITY OF NEW YORK AT BUFFALO, COLLEGE OF ARTS AND SCIENCE Amherst, New York	150,000
UNIVERSITY OF TEXAS AT AUSTIN, COLLEGE OF NATURAL SCIENCES Austin, Texas	145,000

Liberal Arts Institutions

To support liberal arts institutions programs

ALLEGHENY COLLEGE, OFFICE OF DEAN OF THE COLLEGE Meadville, Pennsylvania	120,000
BRYN MAWR COLLEGE Bryn Mawr, Pennsylvania	150,000
COLLEGE OF THE ATLANTIC Bar Harbor, Maine	100,000
CREIGHTON UNIVERSITY, COLLEGE OF ARTS AND SCIENCES Omaha, Nebraska	150,000
FRANKLIN AND MARSHALL COLLEGE Lancaster, Pennsylvania	150,000
HARVEY MUDD COLLEGE Claremont, California	150,000
ITHACA COLLEGE Ithaca, New York	150,000
MACALESTER COLLEGE Saint Paul, Minnesota	400,000
MIDDLEBURY COLLEGE Middlebury, Vermont	150,000
MILLS COLLEGE Oakland, California	400,000

Education: Organizations (by Category)	Grants Authorized 2000
NEW YORK UNIVERSITY, FACULTY RESOURCE NETWORK New York, New York <i>For a conference entitled Defining the Future of the Liberal Arts Mission: A National Symposium</i>	10,000
OCCIDENTAL COLLEGE Los Angeles, California	400,000
PITZER COLLEGE Claremont, California	150,000
SANTA CLARA UNIVERSITY Santa Clara, California	150,000
 <i>Historically Black Private Colleges</i> 	
BUSH FOUNDATION Saint Paul, Minnesota	900,000
 <i>Opportunity Grants</i> 	
UNIVERSITY OF CALIFORNIA AT SAN DIEGO, SCRIPPS INSTITUTION OF OCEANOGRAPHY La Jolla, California <i>For the Glion Colloquium on higher education</i>	75,000
CENTER FOR ACADEMIC INTEGRITY Durham, North Carolina <i>For building strength and stability to promote academic integrity</i>	140,000
CLAREMONT GRADUATE UNIVERSITY Claremont, California <i>For the Community College Leadership Partnership Summer Design Workshop</i>	64,000
INSTITUTE FOR HIGHER EDUCATION POLICY Washington, D.C. <i>For research on the student credit hour as the dominant metric in higher education</i>	285,000
UNIVERSITY OF SOUTHERN CALIFORNIA, CENTER FOR HIGHER EDUCATION POLICY ANALYSIS Los Angeles, California <i>For the Higher Education for a New Century conference</i>	15,000
STANFORD UNIVERSITY Stanford, California <i>For the Martin Luther King Papers project</i>	450,000
STANFORD UNIVERSITY, DEPARTMENT OF PHYSICS Stanford, California <i>For the National Conference of Black Physics Students</i>	50,000
STANFORD UNIVERSITY, DEPARTMENT OF POLITICAL SCIENCE Stanford, California <i>For the Philosophy Discovery Institute</i>	10,000

Elementary and Secondary Education

Regional Support

ALAMEDA COUNTY OFFICE OF EDUCATION

Hayward, California

For the School/District Redesign initiative 400,000

BAY AREA COALITION OF ESSENTIAL SCHOOLS

Oakland, California

For general support 700,000

BAY AREA INSTITUTE, PACIFIC NEWS SERVICE

San Francisco, California

For a project to promote the education of incarcerated youth 150,000

BAY AREA SCHOOL REFORM COLLABORATIVE

San Francisco, California

For the Hewlett-Annenberg Challenge for school reform in the Bay Area 5,000,000

For the Funders' Forum on Environment and Education 15,000

CALIFORNIA ASSOCIATION OF STUDENT COUNCILS

Oakland, California

To expand the State Advisory Board on Legislation in Education program 55,000

UNIVERSITY OF CALIFORNIA AT BERKELEY, GRADUATE SCHOOL OF EDUCATION

Berkeley, California

For the Bay Area Consortium for Urban Education 75,000

CALIFORNIA INSTITUTE FOR SCHOOL IMPROVEMENT

Sacramento, California

For a collaborative project with the Bay Area School Reform Collaborative entitled Closing the Policy Loop 200,000

COALITION OF ESSENTIAL SCHOOLS

Oakland, California

For general support 1,000,000

COMMUNITY NETWORK FOR YOUTH DEVELOPMENT

San Francisco, California

*For the San Francisco Beacon Initiative
(Collaboration with Family and Community Development)* 100,000

CULTURAL INITIATIVES SILICON VALLEY

San Jose, California

*For general support and for the Greenhouse Initiative
(Collaboration with Performing Arts)* 150,000

OAKLAND UNIFIED SCHOOL DISTRICT, OFFICE OF THE SUPERINTENDENT

Oakland, California

For the development of an assessment and data system to increase student achievement 500,000

REDWOOD CITY SCHOOL DISTRICT

Redwood City, California

For the Bay Area Charter High School 46,000

Education: Organizations (by Category)	Grants Authorized 2000
SAN FRANCISCO FOUNDATION COMMUNITY INITIATIVE FUNDS San Francisco, California <i>For the Foundation Consortium (Collaboration with Family and Community Development)</i>	375,000
TAMALPAIS UNION HIGH SCHOOL DISTRICT Larkspur, California <i>For the Education Task Force to continue and expand its work and to partner with BASRC on educational issues</i>	450,000
 <i>The Teaching Career</i>	
CENTER FOR THE FUTURE OF TEACHING AND LEARNING Santa Cruz, California <i>For the Teaching and California's Future initiative</i>	200,000
INDUSTRY INITIATIVES FOR SCIENCE AND MATH EDUCATION Palo Alto, California <i>For professional development activities for K-14 teachers</i>	325,000
LOS ANGELES EDUCATIONAL PARTNERSHIP Los Angeles, California <i>For the Design for Excellence: Linking Teaching and Achievement project</i>	500,000
NATIONAL COUNCIL FOR ACCREDITATION OF TEACHER EDUCATION Washington, D.C. <i>For general support</i>	500,000
SANTA CLARA UNIVERSITY Santa Clara, California <i>For the Middle School Teachers Institute</i>	75,000
SANTA CRUZ COUNTY OFFICE OF EDUCATION, PROFESSIONAL DEVELOPMENT CONSORTIUM CENTRAL COAST Capitola, California <i>For the National Board Certified Teachers Collaborative</i>	11,000
STANFORD UNIVERSITY, SCHOOL OF EDUCATION Stanford, California <i>For the Redesigning Teacher Education to Promote High Quality Teaching and School Reform project</i>	750,000
TEACH FOR AMERICA New York, New York <i>For Teach for America–Bay Area</i>	300,000
WESTED San Francisco, California <i>For the National Board of Professional Teaching Standards project</i> <i>For the Strategic Literacy initiative</i>	450,000 200,000

Educational Policy and Reform

ASPEN INSTITUTE

Washington, D.C.

For development of a national K-12 reform leadership group 75,000

For the Urban High School project 50,000

ASSOCIATION OF INDEPENDENT CALIFORNIA COLLEGES AND UNIVERSITIES

Sacramento, California

For the Joint Committee to Develop a Master Plan for Education: K-16 250,000

CALIFORNIA COUNCIL ON SCIENCE AND TECHNOLOGY

Riverside, California

For a critical-path analysis of California's science and technology education system 150,000

UNIVERSITY OF CALIFORNIA AT BERKELEY, GRADUATE SCHOOL OF EDUCATION

Berkeley, California

For Policy Analysis for California Education 900,000

EDSOURCE

Palo Alto, California

For general support 480,000

FINANCE PROJECT

Washington, D.C.

*For general support
(Collaboration with Family and Community Development)* 150,000

KCET, COMMUNITY TELEVISION OF SOUTHERN CALIFORNIA

Los Angeles, California

*For the PBS series by Stone Lantern Films entitled School:
The Story of American Public Education* 200,000

LEARNING MATTERS

New York, New York

For public education media project 250,000

STANFORD UNIVERSITY, CENTER FOR RESEARCH ON THE CONTEXT OF TEACHING

Stanford, California

For the John Gardner Center for Youth and Their Communities 10,000

*For the John Gardner Center for Youth and Their Communities
(Collaboration with Family and Community Development)* 250,000

WHAT KIDS CAN DO

Providence, Rhode Island

For start-up expenses 75,000

during 2000, the Foundation provided assistance to organizations working on environmental issues primarily in the North American West, specifically, Montana, Wyoming, Colorado, New Mexico, Arizona, Nevada, Utah, Idaho, Washington, Oregon, California, Alaska, and Hawaii as well as the western provinces of Canada and the six northern states of Mexico bordering the United States.

Most of the federal laws governing the use and exploitation of the West's natural resources were designed for a day when the objective was to actively promote the settlement of what appeared to be a limitless frontier. The legacy of the rush to settle the "wide open" West, following the Lewis and Clark expedition, has left behind laws, policies, and attitudes toward government that are no longer relevant to today's Western reality. Now, as natural resource limits are well in sight or, in many cases, exceeded, the principal challenge facing the West is to transition to a reality in which protection, wise management, and restoration of scarce or damaged resources are governing determinants. The quality of life for all species, people included, in Western wilderness, rural, and metropolitan areas will be greatly reduced unless significant change occurs—unless more sustainable policies and increased civic engagement, regional collaboration, and practices governing public and private actions are put in place.

Against this backdrop, the Foundation supports nonprofit organizations committed to constructive change in environmental policy. These groups devote their efforts to the conservation and restoration of natural resources through means that respect the economic, cultural, and social aspirations of Western communities, but their principal contribution is to be agents of change.

The objective of the Foundation's environment program is to seek out and support organizations throughout the West capable of effectively promoting a change to sustainable policies. "Sustainable" policies lead to public and private actions that shape economic growth, consistent with social and cultural well-being, within the limits of the natural resources of the West. Sustainable policies

Program Description

design present-day actions in a way that protects the quality of life for future generations. In order to be effective, such policies should extend beyond political borders (state or national); successful organizations are usually capable of looking and acting beyond the borders of their home place.

The environment program's goals are to enrich the array of policy options to achieve the changes necessary to protect and restore the natural resources of the West; to address resource and growth management problems in the West; to improve the quality of public debate surrounding these issues; and to promote community-based problem solving that achieves economic development objectives without sacrificing environment values.

The principal strategies the Foundation employs to achieve these goals are:

- Raise public awareness about natural resource conditions in the region and about alternative paths to a sustainable future;
- Encourage methods other than litigation and political advocacy for environmental solutions (though, on occasion, those techniques are legitimate and necessary);
- Support nonpartisan policy analysis that offers alternatives to entrenched positions and directly assists decisionmakers; and
- Emphasize sound economic development as integral to long-term environmental protection and restoration—and vice versa.

The Foundation seeks to support and strengthen institutions throughout the West with multi-year, general support grants, with an inclination to renew; project-specific grants are the exception, not the rule. In addition, because it is the only major foundation with a Western focus, The William and Flora Hewlett Foundation gives the highest priority to Western-based organizations. Institutions that receive Foundation support have the following characteristics:

- They are, for the most part, based in the West;
- Their programs interweave social, cultural, scientific, spiritual, economic, and environmental realities—many of them are organizations not known as “environmental”;

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- Their objectives are to pursue the restoration and long-term stability of Western communities, both human and natural;
 - Their work spans a geographic area greater than the watershed, valley, island, or rangeland to which they devote most of their energy; and
 - They seek to serve the increasingly diverse population of the West.

The Foundation supports institutions with a Western, or at least an ecoregional, vision. Organizations or projects that pertain to a single community, watershed, or forest are not ordinarily considered, except in rare circumstances where an organization is unique, is strategically placed to advance a Western issue, or might clearly serve as a Western model. In considering prospective grantees, the Foundation gives priority to those located in areas of Mexico, the Intermountain West, Canada, and Hawaii, as well as organizations that serve or spring from communities of color.

The specific elements of the environment program are:

Growth Management in Metropolitan Areas. The Foundation supports organizations that address the population growth of the West through improved land use and transportation management in metropolitan areas. Strategies take into account economic drivers, the linkage of inner-city decay to suburban sprawl, transit and transportation systems, natural resource protection, and carrying capacity.

Rural Communities and the Environment. The Foundation supports organizations working on the integration of rural community development and environmental protection through technical assistance, support to Native American communities, working with ranchers and private land managers to retain large landholdings, scientific research, and demonstration projects of regional significance.

Education of Decisionmakers and the General Public. The Foundation supports organizations engaged in the broad public dissemination of nonpartisan information on Western environmental issues, especially those seeking to increase the amount, depth, and salience of environmental media coverage.

The Decisionmaking Community. The Foundation supports organizations that produce and distribute policy-oriented studies on environmental issues and that study, document, or demonstrate how the environmental decisionmaking process could be improved in the West. It also supports the efforts of Latino and Native American leaders as well as organizations engaged in community-based consensus approaches of regional significance that engage nontraditional collaborators, such as business, landowners, and faith-based leaders. The Foundation supports organizations that seek change but not those that primarily engage in legislative advocacy or litigation.

Land Preservation. In rare cases, the Foundation supports efforts to acquire or preserve unique, ecologically significant land in the West.

Other. The Foundation reserves a small portion of its funds to support, on a selective basis, organizations and environmental leaders of exceptional national or global merit (with preference accorded to past grantees of the Foundation) whose work does not necessarily reflect a Western focus. During 2000, exploratory grants were made to organizations working in Japan and the Russian Far East, on global freshwater management, and on energy conservation/climate change.

Approximately a quarter of the grants budget for the environment program is devoted to close collaboration with the conflict resolution, population, U.S.–Latin American relations, and family and community development programs; prospective grantees may wish to review those Foundation program descriptions, as well, to suggest interprogram opportunities.

Growth Management in Metropolitan Areas

CALIFORNIA CENTER FOR REGIONAL LEADERSHIP

San Francisco, California

For the feasibility study of the 21st Century Fund

(Collaboration with Family and Community Development)

\$0

COLLINS CENTER FOR PUBLIC POLICY

Miami, Florida

For the Funders' Network for Smart Growth and Livable Communities

(Collaboration with Family and Community Development)

35,000

CONGRESS FOR THE NEW URBANISM

San Francisco, California

For general support

200,000

UNIVERSITY OF DENVER

Denver, Colorado

For the Rocky Mountain Land Use Institute

50,000

GRAND CANYON TRUST

Flagstaff, Arizona

For the growth management program

50,000

NATIONAL PARK FOUNDATION

Washington, D.C.

For the Outside Las Vegas Foundation

300,000

NATURE CONSERVANCY, CALIFORNIA REGIONAL OFFICE

San Francisco, California

For the multi-species habitat planning project in San Diego and Merced counties

75,000

For the preparation of a Davis County, Utah, Shorelands Plan

100,000

OCEANS BLUE FOUNDATION

Vancouver, British Columbia, Canada

For general support

500,000

ONE THOUSAND FRIENDS OF NEW MEXICO

Albuquerque, New Mexico

For general support

200,000

ONE THOUSAND FRIENDS OF OREGON

Portland, Oregon

For a special research and public education effort

75,000

For general support

200,000

POLICYLINK

Oakland, California

For the Community Capital Investment Initiative project

(Collaboration with Family and Community Development and Conflict Resolution)

0

PROYECTO FRONTERIZO DE EDUCACIÓN AMBIENTAL

San Ysidro, California

For general support

(Collaboration with U.S.–Latin American Relations)

100,000

Environment: Organizations (by Category)	Grants Authorized 2000
SAN FRANCISCO FOUNDATION San Francisco, California <i>For the Diversity Network Project's Building Coalition Capacity program (Collaboration with Family and Community Development)</i>	150,000
<i>For the Diversity Network Project (Collaboration with Family and Community Development)</i>	0
SMART GROWTH BRITISH COLUMBIA Vancouver, British Columbia, Canada <i>For the start-up phase for work on smart growth issues in British Columbia</i>	150,000
SURFACE TRANSPORTATION POLICY PROJECT Washington, D.C. <i>For Smart Growth America</i>	125,000
URBAN ECOLOGY Oakland, California <i>For creating socially equitable and environmentally sustainable urban communities in the Bay Area (Collaboration with Family and Community Development)</i>	100,500
<i>Environmental Management in Rural Communities</i>	
ALASKA CONSERVATION FOUNDATION Anchorage, Alaska <i>For general support and for regranting through the Sustainable Communities Development Grant program and the Conservation and Leadership program</i>	600,000
ASSOCIATION FOR COMMUNITY BASED EDUCATION Washington, D.C. <i>For the Rural Development Center (Collaboration with U.S.–Latin American Relations)</i>	100,000
UNIVERSITY OF CALIFORNIA AT SAN DIEGO La Jolla, California <i>For the Center for U.S.–Mexican Studies (Collaboration with U.S.–Latin American Relations)</i>	100,000
CENTER FOR HOLISTIC RESOURCE MANAGEMENT Albuquerque, New Mexico <i>For general support</i>	100,000
CENTER FOR SCIENCE IN PUBLIC PARTICIPATION Bozeman, Montana <i>For general support</i>	100,000
DAVID SUZUKI FOUNDATION Vancouver, British Columbia, Canada <i>For the Pacific Salmon Forests project</i>	500,000
DENVER FOUNDATION Denver, Colorado <i>For the Colorado Conservation Trust</i>	100,000

Environment: Organizations (by Category)	Grants Authorized 2000
DINEH BI' RANCHERS ROUNDTABLE AND DEVELOPMENT Chambers, Arizona <i>For the Helping Our Mother Earth program</i>	50,000
FOREST TRUST Santa Fe, New Mexico <i>For the Sustainable Forests and Cultural Change in the Southwest project</i>	50,000
FUNDACIÓN MARGARITA MIRANDA DE MASCAREÑAS Ciudad Juárez, Chihuahua, Mexico <i>For Fundación Mascareñas, a new, binational community foundation (Collaboration with U.S.–Latin American Relations)</i>	75,000
GRAND CANYON TRUST Flagstaff, Arizona <i>For general support</i>	200,000
GREATER YELLOWSTONE COALITION Bozeman, Montana <i>For general support</i>	200,000
INDIAN LAW RESOURCE CENTER Helena, Montana <i>For general support (Collaboration with Conflict Resolution and U.S.–Latin American Relations)</i>	250,000
INTERNATIONAL COMMUNITY FOUNDATION San Diego, California <i>To establish the Fundación Internacional de la Comunidad in Tijuana, Mexico (Collaboration with U.S.–Latin American Relations)</i>	0
KA'ALA FARM Wai'anae, Hawaii <i>For the Cultural Learning Center</i>	200,000
MALPAI BORDERLANDS GROUP Douglas, Arizona <i>For general support</i>	200,000
NATIONAL FISH AND WILDLIFE FOUNDATION Washington, D.C. <i>For the Western regional office and for the establishment of Pacific Northwest and Intermountain West offices</i>	200,000
NATIONAL TROPICAL BOTANICAL GARDEN Lawai, Kauai, Hawaii <i>For the Limahuli Garden's ahupua'a project</i>	200,000
NATURE CONSERVANCY, ROCKY MOUNTAIN DIVISION Fort Collins, Colorado <i>For the establishment of a Rangeland Institute and for mapping and modeling ranchland loss in the Rocky Mountain West</i>	175,000
NATURE CONSERVANCY OF HAWAI'I Honolulu, Hawaii <i>For the community-based Ahupua'a Stewardship project at Pu'uwa' awa'a on the island of Hawaii</i>	50,000

Environment: Organizations (by Category)	Grants Authorized 2000
PACIFIC ENVIRONMENT AND RESOURCES CENTER Oakland, California <i>For general support</i>	75,000
PRO ESTEROS, LAGUNAS Y MARISMAS DE LAS CALIFORNIAS Ensenada, Baja California, Mexico <i>For general support (Collaboration with U.S.–Latin American Relations)</i>	150,000
PRONATURA PENINSULA DE BAJA CALIFORNIA Ensenada, Baja California, Mexico <i>For general support (Collaboration with U.S.–Latin American Relations)</i>	175,000
PRONATURA SONORA Guaymas, Sonora, Mexico <i>For general support (Collaboration with U.S.–Latin American Relations)</i>	100,000
PROYECTO FRONTERIZO DE EDUCACIÓN AMBIENTAL San Ysidro, California <i>For the third annual conference on the U.S.-Mexico border environment (Collaboration with U.S.–Latin American Relations)</i>	50,000
ROGUE INSTITUTE FOR ECOLOGY AND ECONOMY Ashland, Oregon <i>For general support</i>	50,000
TANANA CHIEFS CONFERENCE Fairbanks, Alaska <i>For training and workshops on negotiation skills (Collaboration with Conflict Resolution)</i>	80,000
THE TIDES CENTER San Francisco, California <i>For the Resources for Community Collaboration 2001 conference (Collaboration with Conflict Resolution)</i> <i>For the Resources for Community Collaboration project (Collaboration with Conflict Resolution)</i>	50,250 150,000
TIDES FOUNDATION San Francisco, California <i>For the Indigenous Communities Mapping Initiative</i>	500,000
TRUST FOR PUBLIC LAND Boston, Massachusetts <i>For the Public Land Conservation Funding in the West program</i>	200,000
UNIVERSITY OF VIRGINIA, INSTITUTE FOR ENVIRONMENTAL NEGOTIATIONS Charlottesville, Virginia <i>For the Community-based Collaborative Research Consortium and Guidance Project (Collaboration with Conflict Resolution)</i>	70,000

Environment: Organizations (by Category)	Grants Authorized 2000
UNIVERSITY OF WYOMING Laramie, Wyoming <i>For the Institute for Environment and Natural Resources</i>	150,000
WYOMING WILDLIFE FEDERATION Cheyenne, Wyoming <i>For general support</i>	50,000
ZUNI: A SHIWI PUBLISHING Zuni, New Mexico <i>For Journeys Home (Collaboration with Performing Arts)</i>	0

Environmental Science, Economics, and Policy

ENVIRONMENT NOW Santa Monica, California <i>For Californians and the Land (Collaboration with Conflict Resolution)</i>	50,000
LEAGUE TO SAVE LAKE TAHOE South Lake Tahoe, California <i>For the completion of an assessment of current land conservation mechanisms and of the feasibility of establishing a land trust in the bistate Lake Tahoe Basin</i>	100,000
LOCAL GOVERNMENT COMMISSION Sacramento, California <i>For programs to inform policymakers and the public about better use of growth management techniques</i>	75,000
UNIVERSITY OF MICHIGAN, SCHOOL OF NATURAL RESOURCES AND ENVIRONMENT Ann Arbor, Michigan <i>For the development of training and educational resources on collaborative processes in environmental problem solving (Collaboration with Conflict Resolution)</i>	40,000
MINERAL POLICY CENTER Washington, D.C. <i>For the Abandoned Land Mine Action Plan</i>	60,000
MISSOURI BOTANICAL GARDEN Saint Louis, Missouri <i>For the Center for Conservation and Sustainable Development</i>	200,000
NATIONAL RELIGIOUS PARTNERSHIPS FOR THE ENVIRONMENT New York, New York <i>For the Next Leaders project and for the strategic-planning process for the Pacific Northwest Religious Partnership for the Environment</i>	200,000
NATURE CONSERVANCY, HAWAII AND ALASKA DIVISION Honolulu, Hawaii <i>For the establishment of a federal funding initiative called The 49/50 Fund</i>	50,000

Environment: Organizations (by Category)	Grants Authorized 2000
PLANNING AND CONSERVATION LEAGUE FOUNDATION Sacramento, California <i>For the California Environmental Dialogue</i>	100,000
SAN DIEGO STATE UNIVERSITY San Diego, California <i>For the Institute for Regional Studies of the Californias (Collaboration with U.S.–Latin American Relations)</i>	150,000
SONORAN INSTITUTE Tucson, Arizona <i>For the 2001 Western Gathering</i>	15,000
<i>For general support and for convening annual meetings of the Western Gathering and Western Roundup</i>	460,000
THE TIDES CENTER San Francisco, California <i>For the California Futures Network</i>	250,000
WOODS HOLE RESEARCH CENTER Woods Hole, Massachusetts <i>For general support</i>	250,000
WORLDWATCH INSTITUTE Washington, D.C. <i>For general support (Collaboration with Population)</i>	300,000

Journalism and Education

ANDRUS CENTER FOR PUBLIC POLICY Boise, Idaho <i>For general support</i>	50,000
CENTER FOR RESOURCE ECONOMICS Washington, D.C. <i>For Island Press</i>	200,000
COLORADO ENVIRONMENTAL COALITION Denver, Colorado <i>For the Growth Education project</i>	50,000
UNIVERSITY OF COLORADO AT BOULDER Boulder, Colorado <i>For the Center of the American West and for convening an annual meeting of academic centers of Western studies</i>	330,000
INSTITUTES FOR JOURNALISM AND NATURAL RESOURCES Missoula, Montana <i>For general support</i>	200,000
LIGHTHAWK San Francisco, California <i>For general support</i>	200,000

Environment: Organizations (by Category)	Grants Authorized 2000
NATIONAL SAFETY COUNCIL Washington, D.C. <i>For the Environmental Health Center</i>	150,000
RADIO AND TELEVISION NEWS DIRECTORS FOUNDATION Washington, D.C. <i>For the Environmental Journalism Center</i>	75,000
SOCIETY OF ENVIRONMENTAL JOURNALISTS Philadelphia, Pennsylvania <i>For general support</i>	200,000
 <i>Freshwater Management</i>	
AMERICAN RIVERS Washington, D.C. <i>For the restoration of watersheds in the Pacific Northwest</i>	50,000
ARIZONA SUPREME COURT Tucson, Arizona <i>For Dividing the Waters project (Collaboration with Conflict Resolution)</i>	125,000
LATINO ISSUES FORUM San Francisco, California <i>For the Latino Water Policy project</i>	125,000
MERIDIAN INSTITUTE Dillon, Colorado <i>For the Western Watershed project</i>	35,000
NATURAL HERITAGE INSTITUTE Berkeley, California <i>For general support</i>	150,000
NATURE CONSERVANCY, NORTHWEST REGIONAL OFFICE Seattle, Washington <i>For creation of a scientific foundation for the identification and prioritization of freshwater protection and restoration sites in the Pacific Northwest</i>	100,000
PACIFIC INSTITUTE FOR STUDIES IN DEVELOPMENT, ENVIRONMENT AND SECURITY Oakland, California <i>For general support (Collaboration with Population and Conflict Resolution)</i>	152,000
RIO GRANDE/RÍO BRAVO BASIN COALITION El Paso, Texas <i>For general support (Collaboration with U.S.–Latin American Relations)</i>	225,000
TROUT UNLIMITED Arlington, Virginia <i>For the Western Water project, a joint venture with WaterWatch of Oregon</i>	500,000

Reserve for Opportunity Grants (Other)

ALASKA CONSERVATION FOUNDATION

Anchorage, Alaska

For the Technology Support program 15,000

COMMUNITY CONSERVANCY INTERNATIONAL

Los Angeles, California

For the Baldwin Hills Regional Park project 100,000

GRAND CANYON TRUST

Flagstaff, Arizona

*For the Grazing Retirement Project in southern Utah's Grand Canyon Staircase/
Escalante National Monument* 110,000

ROCKEFELLER FAMILY FUND

New York, New York

For the Environmental Grantmakers Association annual conference 60,000

TRUST FOR PUBLIC LAND, WESTERN REGION

San Francisco, California

For development of the Coast Dairies management plan 250,000

Family and Community Development

Through its work in the family and community development program, the Foundation seeks to improve the functioning of low-income families and the livability of distressed neighborhoods in the San Francisco Bay Area. To this end, the Foundation supports local and regional organizations that serve Bay Area communities and a limited number of national organizations whose work directly benefits local and regional efforts. Grants are made in the following areas.

Neighborhood Improvement. The Foundation supports multi-year, comprehensive, cross-disciplinary efforts of community-based partnerships aimed at improving the human, economic, and physical conditions in selected neighborhoods. Proposals are considered on an invitation-only basis.

Community Service. The Foundation supports school- and community-based K-12 and a limited number of higher education service learning programs. In addition, it provides support to locally sponsored national service activities that involve young people in strengthening the ability of neighborhoods to respond to critical human development, public safety, and environmental issues.

Responsible Fatherhood and Male Involvement. The Foundation supports programs that enable fathers to participate actively in the emotional and financial support of the family and that promote adult male involvement in the lives of children and youth from father-absent environments.

Transition to Work. The Foundation supports comprehensive programs that respond to the employment, education and training, child care, and other needs of families who require assistance in making the transition from public benefit programs to self-sufficiency.

Employment Development. The Foundation supports partnerships among industry, government, job-training programs, educational institutions, and community-based organizations that expand job and wage opportunities for low-skilled, low-wage workers through strategies that target growth sectors of the economy.

Program Description

Emerging Opportunities. The Foundation supports efforts that explore emerging practice and policy innovation in new domains and that reflect intersections of interest between and among various program areas.

Transition to Work

ALLIED FELLOWSHIP SERVICE Oakland, California <i>For the Family Resource Network project</i>	\$50,000
ASIAN NEIGHBORHOOD DESIGN San Francisco, California <i>For organizational development activities and the Self-Sufficiency project</i>	225,000
LOW INCOME HOUSING FUND San Francisco, California <i>For the Workforce Development Lending Initiative</i>	200,000
SAINT VINCENT DE PAUL SOCIETY OF SANTA CLARA COUNTY San Jose, California <i>For a Vocational Mentoring project</i>	75,000
SECOND START San Jose, California <i>For the Families in Transition program</i>	160,000
UNITED WAY OF THE BAY AREA San Francisco, California <i>For the San Francisco Works project</i>	250,000

Employment Development

BAY AREA INDUSTRY EDUCATION COUNCIL Fremont, California <i>For the Machine Technology Workforce Development Model project</i>	200,000
CATHOLIC CHARITIES OF SANTA CLARA COUNTY San Jose, California <i>For the Electrician Pre-apprenticeship project</i>	200,000
GOODWILL INDUSTRIES OF THE GREATER EAST BAY, INC. Oakland, California <i>For the Family Based Skills Enhancement project</i>	200,000
MISSION HIRING HALL San Francisco, California <i>For the Construction Administration Training and Employer Linkage project</i>	200,000
NAPA VALLEY ECONOMIC DEVELOPMENT CORPORATION Napa, California <i>For the Knowledge Administrator training pilot</i>	200,000
NATIONAL ECONOMIC DEVELOPMENT AND LAW CENTER Oakland, California <i>For the National Network of Sector Practitioners</i>	250,000
PUBLIC/PRIVATE VENTURES Philadelphia, Pennsylvania <i>For the establishment of an Oakland-based office</i>	375,000

Family and Community Development: Organizations (by Category)	Grants Authorized 2000
RUBICON PROGRAMS INCORPORATED Richmond, California <i>For the Nursing Assistant Project</i>	200,000
URBAN INSTITUTE Washington, D.C. <i>For the Oakland-based efforts of the Program on Regional Economic Opportunity</i>	75,000
WORKING PARTNERSHIPS USA San Jose, California <i>For the Temporary Workers Employment project</i>	200,000
YMCA OF THE EAST BAY, METROPOLITAN OFFICE Oakland, California <i>For East Bay Links project</i>	200,000

Community Service

NORTHERN CALIFORNIA GRANTMAKERS San Francisco, California <i>For the National Service Task Force and Collaborative Fund</i>	100,000
VOLUNTEER CENTER OF SAN MATEO COUNTY San Mateo, California <i>For the San Mateo County Youth Service Initiative</i>	70,000

Neighborhood Improvement

ASPEN INSTITUTE New York, New York <i>For the Roundtable on Comprehensive Community Initiatives</i>	300,000
COMMUNITY DEVELOPMENT INSTITUTE East Palo Alto, California <i>For weekly community planning meetings in conjunction with the One East Palo Alto Neighborhood Improvement Initiative</i>	40,000
COMMUNITY FOUNDATION SILICON VALLEY San Jose, California <i>For the third year of the Mayfair Improvement Initiative</i>	1,210,000
EZ/ EC FOUNDATION CONSORTIUM Washington, D.C. <i>For general support</i>	125,000
NATIONAL HOUSING INSTITUTE Orange, New Jersey <i>For Shelterforce, a journal used by nonprofit, community-based organizations active in affordable housing, economic development, and related services</i>	150,000
PENINSULA COMMUNITY FOUNDATION San Mateo, California <i>For Year 1 implementation of One East Palo Alto Neighborhood Improvement Initiative</i>	1,455,000

Responsible Fatherhood and Male Involvement

ALAMEDA COUNTY BAR ASSOCIATION, VOLUNTEER LEGAL SERVICES CORPORATION Oakland, California <i>For the Family Law Advocates program</i>	90,000
BOYS AND GIRLS CLUB OF THE PENINSULA Menlo Park, California <i>For the fatherhood program at the Center for a New Generation</i>	15,000
FAIRFAX-SAN ANSELMO CHILDREN'S CENTER Fairfax, California <i>For the Bay Area Male Involvement Network</i>	65,000
FAMILY STRESS CENTER Concord, California <i>For the Proud Fathers program</i>	40,000
INSTITUTE FOR THE ADVANCED STUDY OF BLACK FAMILY LIFE AND CULTURE Oakland, California <i>For the HAWK Federation program</i>	65,000
JEWISH FAMILY AND CHILDREN'S SERVICES San Francisco, California <i>For the Fathers' Support project</i>	180,000
MALE ADVOCACY IN PREGNANCY AND PARENTING COALITION Richmond, California <i>For general support</i>	75,000
NATIONAL CENTER FOR STRATEGIC NONPROFIT PLANNING AND COMMUNITY LEADERSHIP Washington, D.C. <i>For the Bay Area Partners for Fragile Families project</i>	400,000
UNIVERSITY OF PENNSYLVANIA, NATIONAL CENTER ON FATHERS AND FAMILIES Philadelphia, Pennsylvania <i>For Phase II of the Bay Area Fathering Integrated Data System project</i>	350,000
PRINCETON UNIVERSITY, CENTER FOR RESEARCH ON CHILD WELLBEING Princeton, New Jersey <i>For the Oakland-based component of the Fragile Families and Child Wellbeing study</i>	200,000
PRO BONO PROJECT OF SANTA CLARA COUNTY San Jose, California <i>For the Family Law Advocates program</i>	90,000
SAN FRANCISCO BAR ASSOCIATION, VOLUNTEER LEGAL SERVICES PROGRAM San Francisco, California <i>For the Family Law Advocates program</i>	90,000

Family and Community Development: Organizations (by Category)	Grants Authorized 2000
<i>Other</i>	
AMERICAN INSTITUTES FOR RESEARCH, CENTER FOR COMMUNITY RESEARCH Palo Alto, California <i>For the Community in Neighborhood Framework for Assessing and Building Community project</i>	20,000
CALIFORNIA ASSOCIATION OF NONPROFITS Los Angeles, California <i>For the 2000 annual conference</i>	10,000
CALIFORNIA CENTER FOR REGIONAL LEADERSHIP San Francisco, California <i>For the feasibility study of the 21st Century Fund (Collaboration with Environment)</i>	75,000
CHRONICLE SEASON OF SHARING FUND San Francisco, California <i>For the Holiday Fund</i>	70,000
COLLINS CENTER FOR PUBLIC POLICY Miami, Florida <i>For the Funders Network for Smart Growth and Livable Communities (Collaboration with Environment)</i>	35,000
COMMUNITY FOUNDATION SILICON VALLEY San Jose, California <i>For the Palo Alto Weekly Holiday Fund</i> <i>For the Housing Trust of Santa Clara County</i>	40,000 500,000
COMMUNITY NETWORK FOR YOUTH DEVELOPMENT San Francisco, California <i>For the San Francisco Beacon Initiative (Collaboration with Education)</i>	150,000
FINANCE PROJECT Washington, D.C. <i>For general support (Collaboration with Education)</i>	150,000
MANCHESTER-BIDWELL CORPORATION Pittsburgh, Pennsylvania <i>For the Bayview Hunter's Point Center for Arts and Technology (Collaboration with Performing Arts)</i>	125,000
NORTHERN CALIFORNIA GRANTMAKERS San Francisco, California <i>For the Emergency Fund Committee</i>	50,000
PENINSULA COMMUNITY FOUNDATION San Mateo, California <i>For the 1999–2000 Holiday Fund</i>	20,000

Family and Community Development: Organizations (by Category)	Grants Authorized 2000
POLICYLINK Oakland, California <i>For the Community Capital Investment Initiative (Collaboration with Environment and Conflict Resolution)</i>	500,000
SAN FRANCISCO FOUNDATION San Francisco, California <i>For the Diversity Network Project's Building Coalition Capacity program (Collaboration with Environment)</i>	150,000
<i>For the Diversity Network Project (Collaboration with Environment)</i>	20,000
SAN FRANCISCO FOUNDATION COMMUNITY INITIATIVE FUNDS San Francisco, California <i>For the Foundation Consortium (Collaboration with Education)</i>	375,000
SAN JOSE MERCURY NEWS WISH BOOK FUND San Jose, California <i>For general support</i>	25,000
STANFORD UNIVERSITY, CENTER FOR RESEARCH ON THE CONTEXT OF TEACHING Stanford, California <i>For the John Gardner Center for Youth and Their Communities (Collaboration with Education)</i>	250,000
URBAN ECOLOGY Oakland, California <i>For creating socially equitable and environmentally sustainable urban communities in the Bay Area (Collaboration with Environment)</i>	50,000

Performing Arts

The Foundation's performing arts program entertains applications from professional dance, music, opera, musical theater, and theater companies as well as organizations that present the performing arts. In addition, the Foundation supports arts councils that serve San Francisco Bay Area communities and service organizations that assist performing arts organizations in all disciplines. It also makes grants to support Bay Area nonprofit film and video service organizations.

The focus of Foundation support is on long-term artistic development and managerial stability, which is achieved, primarily, through a strategy of multi-year general operating support to organizations of programmatic merit that operate without incurring annual deficits. Where appropriate, the Foundation may recommend a matching requirement and, additionally, that a portion of matching funds be applied to endowments or cash reserves to help ensure the long-term financial stability of the grantee.

The Foundation gives preference to independent nonprofit Bay Area organizations with an established record of artistic achievement, audience support, managerial capacity, and realistic planning for artistic and organizational development. Artistic training programs, particularly those focused on young people, continue to be of interest to the Foundation.

The Foundation does not support one-time events, such as seminars, conferences, festivals, or touring costs for performing companies. It regrets that it cannot currently consider requests from individual artists or from organizations in the following areas: the visual or literary arts; radio, film, or video production; the humanities; elementary or secondary school programs; college or university proposals; community art classes; recreational, therapeutic, and social service arts programs; and cultural foreign exchange programs.

Program Description

**Performing Arts:
Organizations
(by Category)****Grants
Authorized
2000**

*Music***AMERICAN MUSIC CENTER**

New York, New York

For general support and a new website project\$280,000

ASSOCIATION OF CALIFORNIA SYMPHONY ORCHESTRAS

Sacramento, California

*For general support*35,000

BOSTON SYMPHONY ORCHESTRA

Boston, Massachusetts

*For Tanglewood Music Center's initiative to improve Bay Area participation*140,000

CABRILLO MUSIC FESTIVAL

Santa Cruz, California

*For general support*150,000

UNIVERSITY OF CALIFORNIA AT BERKELEY

Berkeley, California

*For the Young Musicians Program*300,000

CARMEL BACH FESTIVAL

Carmel-by-the-Sea, California

*For general and relocation support*260,000

COMMUNITY MUSIC CENTER

San Francisco, California

*For general support*255,000

COMMUNITY SCHOOL OF MUSIC AND ARTS

Mountain View, California

*For general support*225,000

KITKA

Oakland, California

*For general support*60,000

MARIN SYMPHONY ASSOCIATION

San Rafael, California

*For general support and planning*50,000

MIDSUMMER MOZART

San Francisco, California

*For general support*30,000

MUSICAL TRADITIONS

San Francisco, California

*For emergency support*50,000

NAPA VALLEY SYMPHONY ASSOCIATION

Napa, California

*For general support and planning*75,000

NOONTIME CONCERTS

San Francisco, California

*For general support and planning*25,000

Performing Arts: Organizations (by Category)	Grants Authorized 2000
OAKLAND INTERFAITH GOSPEL CHOIR Oakland, California <i>For general support and planning</i>	25,000
OTHER MINDS San Francisco, California <i>For general support</i>	30,000
RAGAZZI, THE PENINSULA BOYS CHORUS San Mateo, California <i>For general support</i>	75,000
SAN FRANCISCO CONTEMPORARY MUSIC PLAYERS San Francisco, California <i>For general support</i>	135,000
SAN FRANCISCO FOUNDATION COMMUNITY INITIATIVE FUNDS San Francisco, California <i>For San Francisco Classical Voice</i>	10,000
SAN FRANCISCO SYMPHONY San Francisco, California <i>For general support</i>	700,000
SANTA CRUZ COUNTY SYMPHONY ASSOCIATION Santa Cruz, California <i>For general support</i>	60,000

Theater

AMERICAN CONSERVATORY THEATER San Francisco, California <i>For general support</i>	500,000
A TRAVELING JEWISH THEATRE San Francisco, California <i>For general support and planning</i>	60,000
AURORA THEATRE COMPANY Berkeley, California <i>For general support</i>	75,000
BRAVA! FOR WOMEN IN THE ARTS San Francisco, California <i>For general support</i>	50,000
CALIFORNIA SHAKESPEARE FESTIVAL Berkeley, California <i>For general support</i>	225,000
GEORGE COATES PERFORMANCE WORKS San Francisco, California <i>For general support</i>	50,000

Performing Arts: Organizations (by Category)	Grants Authorized 2000
MAGIC THEATRE San Francisco, California <i>For general support</i>	180,000
MARIN SHAKESPEARE COMPANY San Rafael, California <i>For general support</i>	75,000
SAN FRANCISCO MIME TROUPE San Francisco, California <i>For general support, cash reserve, and debt elimination</i>	75,000
SAN JOSE REPERTORY THEATRE San Jose, California <i>For general support</i>	350,000
SEW PRODUCTIONS/LORRAINE HANSBERRY THEATRE San Francisco, California <i>For general support</i>	75,000
SHADOWLIGHT PRODUCTIONS San Francisco, California <i>For general support</i>	45,000
THE.ART.RE.GRÜP, THE LAB San Francisco, California <i>For general support</i>	60,000
THEATRE BAY AREA San Francisco, California <i>For CA\$H</i>	45,000
THICK DESCRIPTION San Francisco, California <i>For general support</i>	60,000
WILLOWS THEATRE COMPANY Concord, California <i>For general support</i>	105,000
 <i>Opera and Musical Theater</i>	
AMERICAN MUSICAL THEATRE OF SAN JOSE San Jose, California <i>For general support</i>	90,000
LAMPLIGHTERS OPERA WEST FOUNDATION San Francisco, California <i>For Lamplighters Music Theatre</i>	150,000
POCKET OPERA San Francisco, California <i>For general support</i>	105,000

Performing Arts: Organizations (by Category)	Grants Authorized 2000
SAN JOSE CHILDREN'S MUSICAL THEATER San Jose, California <i>For general support</i>	225,000
SAN JOSE MULTICULTURAL ARTISTS GUILD San Jose, California <i>For general support</i>	20,000
 <i>Dance</i> 	
AXIS DANCE COMPANY Oakland, California <i>For general support</i>	60,000
UNIVERSITY OF CALIFORNIA AT BERKELEY, CAL PERFORMANCES Berkeley, California <i>For AileyCamp</i>	450,000
CHINESE CULTURAL PRODUCTIONS San Francisco, California <i>For general support</i>	90,000
DANCERS' GROUP San Francisco, California <i>For National Dance Week / Bay Area</i>	15,000
DANCE THROUGH TIME San Francisco, California <i>For general support</i>	20,000
DANCE/USA Washington, D.C. <i>For general support and a needs assessment of the Bay Area dance community</i>	200,000
GAMELAN SEKAR JAYA El Cerrito, California <i>For general support</i>	80,000
JACOB'S PILLOW DANCE FESTIVAL Lee, Massachusetts <i>For Bay Area artists' participation</i>	150,000
JOE GOODE PERFORMANCE GROUP San Francisco, California <i>For general support</i>	120,000
JOSÉ LIMÓN DANCE FOUNDATION New York, New York <i>For Limón West</i>	120,000
MARGARET JENKINS DANCE COMPANY San Francisco, California <i>For general support</i>	150,000

Performing Arts: Organizations (by Category)	Grants Authorized 2000
OAKLAND BALLET Oakland, California <i>For general support</i>	450,000
PENINSULA BALLET THEATRE San Mateo, California <i>For general support</i>	20,000
SAN FRANCISCO SCHOOL OF CIRCUS ARTS San Francisco, California <i>For the purchase of the New Pickle Circus and general support</i>	50,000
SMUIN BALLETS/SF San Francisco, California <i>For general support</i>	150,000
WALLACE ALEXANDER GERBODE FOUNDATION San Francisco, California <i>For regranting for fellowships to Bay Area choreographers and presenting organizations</i>	150,000
ZACCHO SF San Francisco, California <i>For general support</i>	90,000

Film and Video

FILM INSTITUTE OF NORTHERN CALIFORNIA Mill Valley, California <i>For general support</i>	90,000
NATIONAL ALLIANCE FOR MEDIA ARTS AND CULTURE San Francisco, California <i>For general support</i>	75,000
SAN FRANCISCO JEWISH FILM FESTIVAL San Francisco, California <i>For general support</i>	90,000

Supporting Services

CALIFORNIA ASSEMBLY OF LOCAL ARTS AGENCIES San Francisco, California <i>For CultureVista</i>	75,000
EXPLORATORIUM San Francisco, California <i>For general support</i>	100,000
GRANTMAKERS IN THE ARTS Seattle, Washington <i>For general support and website development</i>	76,000
NONPROFIT FACILITIES FUND New York, New York <i>For the Bay Area Cultural Facilities Fund</i>	120,000

Performing Arts: Organizations (by Category)	Grants Authorized 2000
SAN FRANCISCO PERFORMANCES	
San Francisco, California	
<i>For general support</i>	400,000
STERN GROVE FESTIVAL ASSOCIATION	
San Francisco, California	
<i>For general support</i>	25,000
THEATER ARTAUD	
San Francisco, California	
<i>For general support, debt elimination, and cash reserve</i>	250,000
 <i>Other</i>	
CALIFORNIA COLLEGE OF ARTS AND CRAFTS, CENTER FOR THE ARTS AND PUBLIC LIFE	
Oakland, California	
<i>For a study of Bay Area youth development through arts</i>	75,000
CREATIVE CAPITAL FOUNDATION	
New York, New York	
<i>For regranting to artists in California</i>	300,000
CULTURAL INITIATIVES SILICON VALLEY	
San Jose, California	
<i>For general support and the Greenhouse Initiative (Collaboration with Education)</i>	125,000
FUND FOR FOLK CULTURE	
Santa Fe, New Mexico	
<i>For general support</i>	125,000
MANCHESTER-BIDWELL CORPORATION	
Pittsburgh, Pennsylvania	
<i>For the Bayview Hunter's Point Center for Arts and Technology (Collaboration with Family and Community Development)</i>	125,000
MINNESOTA PUBLIC RADIO	
Saint Paul, Minnesota	
<i>For a website business plan</i>	75,000
SAN FRANCISCO STUDY CENTER	
San Francisco, California	
<i>For the Space for the Arts project</i>	75,000
URBAN INSTITUTE	
Washington, D.C.	
<i>For a research study on the support system for American artists</i>	75,000
ZUNI: A SHIWI PUBLISHING	
Zuni, New Mexico	
<i>For Journeys Home (Collaboration with Environment)</i>	65,000

Population

Rapid population growth continues to be a significant world-wide problem, despite the impact that organized family planning programs have had in reducing fertility. The Foundation has three primary goals in this area: to increase the involvement of the public and private sectors, the media, and educational institutions in population issues; to improve the delivery of family planning and related reproductive health services; and to evaluate and help replicate the impact of educational and economic development activities on fertility. U.S. population issues are also of concern but represent a small proportion of the Foundation's annual program budget.

Within these three priorities, the Foundation supports a range of activities. Specific interests include the following areas:

- Policy-oriented research and educational activities that inform policymakers both in the United States and abroad about the importance of population issues and the relevance of demographic change to other aspects of human welfare. The Foundation emphasizes efforts to expand the availability of financial resources and, through training, human resources to address population issues.
- Programs that address neglected issues, such as services for young people, and programs that develop and disseminate the knowledge and techniques needed to improve the quality and effectiveness of family planning activities. Support is also provided to evaluate the cost and practicality of service programs that address broader reproductive health concerns in conjunction with family planning.
- The study of human development activities and interventions that affect fertility, such as programs that enhance women's economic and educational opportunities, improve their legal rights, diminish gender inequities, and foster female self-determination. Preference will be given to programs that include assessment of the cost and practicality of larger scale replication and evaluation of their impact on fertility behavior. Research on migration is also supported.

Program Description

- Carefully selected research and development activities with the purpose of developing new and improved fertility control methods. The applied research and field testing needed to speed the development and availability of promising methods of fertility regulation is supported, rather than basic research.

Grants are made primarily to U.S.-based organizations, but there are no geographic limitations on support for research, family planning projects, or training. Although the focus of most funding is on developing countries, selected U.S. organizations that engage in highly leveraged domestic family planning activities are eligible for support.

The Foundation generally provides organizational, rather than project, support and favors those organizations that seek to bridge the gap between research, policy formulation, and program implementation.

Increasing Commitment to Address Population Issues

ACADEMY FOR EDUCATIONAL DEVELOPMENT

Washington, D.C.

For development of an advocacy strategy and coalition for universal basic education in developing countries

\$150,000

AFFINITY GROUP ON POPULATION, REPRODUCTIVE HEALTH AND RIGHTS

Takoma Park, Maryland

For general support

300,000

CARE

Atlanta, Georgia

For the public education "planet" campaign

750,000

CENTER FOR HEALTH AND SOCIAL POLICY

San Francisco, California

For the Reproductive and Sexual Health and Rights program

75,000

CENTER FOR WOMEN AND THEIR WORK

Austin, Texas

For a documentary video project about cesarean section in Brazil

75,000

CHOICE U.S.A.

Washington, D.C.

For general support

75,000

COMMUNICATIONS CONSORTIUM MEDIA CENTER

Washington, D.C.

For general support

1,000,000

COMUNICACIÓN E INFORMACIÓN DE LA MUJER

Mexico City, Mexico

For general support

120,000

DANISH FAMILY PLANNING ASSOCIATION

Copenhagen, Denmark

For general support

300,000

DEUTSCHE STIFTUNG WELTBEVÖLKERUNG

Hannover, Germany

For general support

1,500,000

ENVIRONMENTAL DEFENSE

New York, New York

For education and outreach activities concerning the relationship between population and the environment

100,000

FILM MAKERS COLLABORATIVE, LINDA HARRAR PRODUCTIONS

Boston, Massachusetts

For a PBS miniseries exploring the population-environment relationship

35,000

GLOBAL HEALTH COUNCIL

White River Junction, Vermont

For general support

750,000

Population: Organizations (by Category)	Grants Authorized 2000
GRUPO DE INFORMACIÓN EN REPRODUCCIÓN ELEGIDA Mexico City, Mexico <i>For general support</i>	600,000
INTERNATIONAL CENTER FOR RESEARCH ON WOMEN Washington, D.C. <i>For general support</i>	200,000
INTERNATIONAL PLANNED PARENTHOOD FOUNDATION Brussels, Belgium <i>For the European Network</i>	1,350,000
IZAAK WALTON LEAGUE OF AMERICA Gaithersburg, Maryland <i>For the Sustainability Education project</i>	150,000
JAPANESE ORGANIZATION FOR INTERNATIONAL COOPERATION IN FAMILY PLANNING Tokyo, Japan <i>For the Asia-Pacific Alliance for Advancing ICPD</i>	75,000
JOHNS HOPKINS UNIVERSITY Baltimore, Maryland <i>For the Center for Communications Programs</i>	330,000
MEDICAL STUDENTS FOR CHOICE Berkeley, California <i>For general support</i>	75,000
NATIONAL WILDLIFE FEDERATION Reston, Virginia <i>For the Population and Environment Program</i>	150,000
PACIFIC INSTITUTE FOR STUDIES IN DEVELOPMENT, ENVIRONMENT AND SECURITY Oakland, California <i>For general support (Collaboration with Conflict Resolution and Environment)</i>	152,000
PARLIAMENTARIANS FOR GLOBAL ACTION New York, New York <i>For general support</i>	250,000
PLANET 21 London, England <i>For general support</i>	75,000
POPULATION CONCERN London, England <i>For general support</i>	300,000
SCENARIOS USA New York, New York <i>For a teen pregnancy and AIDS prevention education and media project</i>	75,000

Population: Organizations (by Category)	Grants Authorized 2000
SELF-RELIANCE FOUNDATION Washington, D.C. <i>For the National Latino Women's Rights and Health Awareness campaign</i>	25,000
SEXUALITY INFORMATION AND EDUCATION COUNCIL OF THE UNITED STATES New York, New York <i>For general support</i>	1,000,000
SIERRA CLUB FOUNDATION San Francisco, California <i>For the international population program</i>	250,000
THE TIDES CENTER San Francisco, California <i>For the Center for Health and Gender Equity</i>	300,000
UNITED NATIONS FOUNDATION Washington, D.C. <i>For the Women and Population grantmaking program</i>	1,000,000
VÄESTÖLIITTO, THE FAMILY FEDERATION OF FINLAND Helsinki, Finland <i>For general support</i>	600,000
WORLDWATCH INSTITUTE Washington, D.C. <i>For general support (Collaboration with Environment)</i>	0

International Family Planning and Reproductive Health

AFRICAN MEDICAL AND RESEARCH FOUNDATION New York, New York <i>For general support</i>	650,000
AMERICAN MEDICAL WOMEN'S ASSOCIATION Alexandria, Virginia <i>For the Reproductive Health initiative</i>	975,000
AVSC INTERNATIONAL New York, New York <i>For general support</i>	1,250,000
FUNDACIÓN MEXICANA PARA LA PLANEACIÓN FAMILIAR Mexico City, Mexico <i>For general support</i>	500,000
GLOBAL FUND FOR WOMEN Palo Alto, California <i>For family planning, reproductive health, and rights activities</i>	330,000
INTERNATIONAL PLANNED PARENTHOOD FEDERATION, WESTERN HEMISPHERE REGION New York, New York <i>For general support</i>	600,000

Population: Organizations (by Category)	Grants Authorized 2000
INTERNATIONAL PLANNED PARENTHOOD FEDERATION, SOUTH ASIA REGIONAL OFFICE London, England <i>For the affiliate in Pakistan</i>	250,000
INTERNATIONAL WOMEN'S HEALTH COALITION New York, New York <i>For general support</i>	475,000
IPAS Chapel Hill, North Carolina <i>For work in India</i>	950,000
MANAGEMENT SCIENCES FOR HEALTH Boston, Massachusetts <i>For the Japanese Education and Advocacy Program</i>	300,000
MARIE STOPES INTERNATIONAL London, England <i>For general support</i>	1,500,000
PARTNERS IN POPULATION AND DEVELOPMENT Mohakhali, Dhaka, Bangladesh <i>For general support</i>	300,000
PATH Seattle, Washington <i>For a program to increase availability of emergency contraception</i>	1,000,000
PATHFINDER INTERNATIONAL Watertown, Massachusetts <i>For general support</i>	1,000,000
PLANNED PARENTHOOD FEDERATION OF AMERICA New York, New York <i>For Family Planning International Assistance</i>	1,000,000
PLANNED PARENTHOOD OF NEW YORK CITY New York, New York <i>For the Margaret Sanger Center International</i>	500,000
POPULATION SERVICES INTERNATIONAL Washington, D.C. <i>For the Pakistan program</i>	600,000
SAN MIGUEL CASA Guanajuato, Mexico <i>For general support</i>	100,000
 <i>Domestic Family Planning Activities</i>	
NATIONAL ABORTION FEDERATION Washington, D.C. <i>For general support</i>	39,000

Population: Organizations (by Category)	Grants Authorized 2000
NATIONAL FAMILY PLANNING AND REPRODUCTIVE HEALTH ASSOCIATION Washington, D.C. <i>For general support</i>	1,200,000
 <i>Population Research and Training</i>	
AMERICAN UNIVERSITY IN CAIRO Cairo, Egypt <i>For the Social Research Center</i>	150,000
BROWN UNIVERSITY Providence, Rhode Island <i>For the Population Studies and Training Center</i>	400,000
UNIVERSITY OF CALIFORNIA AT BERKELEY Berkeley, California <i>For the Department of Demography</i> <i>For the School of Public Health</i>	330,000 150,000
UNIVERSITY OF CALIFORNIA AT BERKELEY, COLLEGE OF NATURAL RESOURCES Berkeley, California <i>For the Center for Sustainable Resource Development</i>	240,000
CHULALONGKORN UNIVERSITY Bangkok, Thailand <i>For the College of Population Studies</i>	100,000
MAHIDOL UNIVERSITY Nakhon Pathom, Thailand <i>For the Institute for Population and Social Research</i>	125,000
RICE UNIVERSITY, DEPARTMENT OF SOCIOLOGY Houston, Texas <i>For a collaborative research project with the University of Wisconsin entitled Fertility and Family Planning in Mexican Communities</i>	225,000
UNIVERSITY OF TEXAS AT AUSTIN Austin, Texas <i>For the Population Research Center</i>	360,000
TULANE UNIVERSITY, SCHOOL OF PUBLIC HEALTH AND TROPICAL MEDICINE New Orleans, Louisiana <i>For the family planning and reproductive health program</i>	360,000
UNIVERSIDADE FEDERAL DE MINAS GERAIS, CENTRO DE DESENVOLVIMENTO E PLANEJAMENTO REGIONAL Minas Gerais, Brazil <i>For the demography research and training program</i>	275,000
UNIVERSITY OF WISCONSIN AT MADISON, CENTER FOR DEMOGRAPHY AND ECOLOGY Madison, Wisconsin <i>For a collaborative research project with Rice University entitled Fertility and Family Planning in Mexican Communities</i>	200,000

Contraceptive Development

COLUMBIA UNIVERSITY, COLLEGE OF PHYSICIANS AND SURGEONS

New York, New York

For contraceptive research and training

360,000

EASTERN VIRGINIA MEDICAL SCHOOL

Arlington, Virginia

*For the Contraceptive Research and Development Program and for the Consortium
for Industrial Collaboration in Contraceptive Research*

500,000

FAMILY HEALTH INTERNATIONAL

Research Triangle Park, North Carolina

For general support

1,400,000

POPULATION COUNCIL, CENTER FOR BIOMEDICAL RESEARCH

New York, New York

For the contraceptive development program

1,500,000

Migration Studies

UNIVERSITY OF CALIFORNIA AT SAN DIEGO

La Jolla, California

*For the Center for Comparative Immigration Studies
(Collaboration with U.S.–Latin American Relations)*

200,000

**GEORGETOWN UNIVERSITY, INSTITUTE FOR THE STUDY OF INTERNATIONAL
MIGRATION**

Washington, D.C.

*For a project to assess the implementation and impact of U.S. immigration policy
(Collaboration with U.S.–Latin American Relations)*

301,000

Special Projects

Special Projects: Organizations (by Category)	Grants Authorized 2000
AMERICAN COUNCIL OF LEARNED SOCIETIES New York, New York <i>For an endowment to support the fellowship program</i>	\$500,000
AMERICAN COUNCIL ON EDUCATION Washington, D.C. <i>For general support</i>	500,000
BRIDGE GROUP ADVISORS Boston, Massachusetts <i>For a study on foundation grantmaking process</i>	30,000
BROOKINGS INSTITUTION, CENTER ON URBAN AND METROPOLITAN POLICY Washington, D.C. <i>For a report on metropolitan growth and land-use issues in the Los Angeles region</i>	40,000
CALIFORNIA DISPUTE RESOLUTION INSTITUTE San Francisco, California <i>For general support</i>	100,000
UNIVERSITY OF CALIFORNIA AT SAN DIEGO, SCRIPPS INSTITUTION OF OCEANOGRAPHY La Jolla, California <i>For a pilot climate science and policy seminar</i>	40,000
CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE Washington, D.C. <i>For a collaborative program with the Consensus Building Institute entitled Trade and the Environment: A Problem-solving Forum for the Constructive Middle</i>	500,000
CARNEGIE MELLON UNIVERSITY, H. J. HEINZ III SCHOOL OF PUBLIC POLICY AND MANAGEMENT Pittsburgh, Pennsylvania <i>For Communications Connections, a project to determine ways that new communications technology can enable people to become more active participants in democratic society</i>	385,000
CENTER FOR ADVANCED STUDY IN THE BEHAVIORAL SCIENCES Stanford, California <i>For general support</i>	2,000,000
CLASSICS FOR KIDS FOUNDATION Bozeman, Montana <i>For a program to provide children with musical instruments so they can learn to appreciate and perform classical music</i>	75,000
COMMUNITY PARTNERS Los Angeles, California <i>For the Advancement Project</i>	75,000

Special Projects: Organizations (by Category)	Grants Authorized 2000
DEMOCRACY PROJECT New York, New York <i>For Quorum.org, a web-based interactive town hall that provides nonpartisan political information to citizens and allows them to communicate with each other and political leaders</i>	75,000
DJERASSI RESIDENT ARTISTS PROGRAM Woodside, California <i>For general support</i>	200,000
FILM ARTS FOUNDATION San Francisco, California <i>For a documentary film on the life of Bay Area composer Lou Harrison</i>	150,000
FIRST NATIONS DEVELOPMENT INSTITUTE Fredericksburg, Virginia <i>For the Eagle Staff Fund</i>	750,000
FUND FOR THE CITY OF NEW YORK New York, New York <i>For the Center for Court Innovation, a monograph on the experience of problem-solving courts during the past decade</i>	40,000
HARVARD UNIVERSITY, JOHN F. KENNEDY SCHOOL OF GOVERNMENT Cambridge, Massachusetts <i>For the Hauser Center for Nonprofit Organizations</i> <i>For the Social Capital Community Benchmark phone survey</i> <i>For a series of seminars and other events surrounding the release of Professor Robert Putnam's book, Bowling Alone: Collapse and Revival of American Community, and the findings of the work of the Saguaro Seminar</i>	450,000 70,000 75,000
INTERNATIONAL DEVELOPMENT RESEARCH CENTER Ottawa, Ontario, Canada <i>For the International Commission on Intervention and State Sovereignty</i>	500,000
JAPAN SOCIETY OF NORTHERN CALIFORNIA San Francisco, California <i>For a conference, a seminar, research projects, and other activities to commemorate the signing of the San Francisco Peace Treaty between the United States and Japan</i>	25,000
KCET, COMMUNITY TELEVISION OF SOUTHERN CALIFORNIA 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>	300,000
KQED San Francisco, California <i>For the Quiet Phase of the Campaign for the Future</i>	500,000
LEON AND SYLVIA PANETTA INSTITUTE FOR PUBLIC POLICY Seaside, California <i>For the Leon Panetta lecture series</i>	10,000

Special Projects: Organizations (by Category)	Grants Authorized 2000
LIBRARY OF CONGRESS	
Washington, D.C.	
<i>For the I Hear America Singing concert series</i>	200,000
<i>For a conference entitled Democracy and the Rule of Law in a Changing World Order</i>	50,000
LINK SERVICES	
Stanford, California	
<i>For general support</i>	50,000
NATIONAL ACADEMY OF SCIENCES, OFFICE OF INTERNATIONAL AFFAIRS	
Washington, D.C.	
<i>For a study to be conducted by the Committee on International Security and Arms Control on technical issues related to the Comprehensive Test Ban Treaty</i>	50,000
NATIONAL ENDOWMENT FOR DEMOCRACY	
Washington, D.C.	
<i>For the World Movement for Democracy's Second Assembly and for the Democracy Resource Center</i>	250,000
NATIONAL PUBLIC RADIO	
Washington, D.C.	
<i>For the California–West Coast production center</i>	1,000,000
NATURE CONSERVANCY, CALIFORNIA REGIONAL OFFICE	
San Francisco, California	
<i>For the California Conservation Education Project</i>	75,000
NEW AMERICA FOUNDATION	
Washington, D.C.	
<i>For the Next Generation Leaders program</i>	75,000
NEW YORK UNIVERSITY	
New York, New York	
<i>For a study on the valuation of human lives in the context of the cost-benefit analysis of environmental regulation</i>	75,000
OREGON SHAKESPEARE FESTIVAL	
Ashland, Oregon	
<i>For renovation of the Black Swan Theatre</i>	500,000
ORGANIZATION FOR SECURITY AND COOPERATION IN EUROPE	
The Hague, The Netherlands	
<i>For the High Commissioner on National Minorities programs</i>	250,000
PENINSULA COMMUNITY FOUNDATION	
San Mateo, California	
<i>For a philanthropy incubator</i>	25,000
THE PRESIDIO TRUST	
San Francisco, California	
<i>For a collaborative study to determine the feasibility of the Presidio Institute project</i>	150,000
PRINCETON UNIVERSITY, WOODROW WILSON SCHOOL OF PUBLIC AND INTERNATIONAL AFFAIRS	
Princeton, New Jersey	
<i>For a feasibility study entitled Measuring Social Well-being</i>	400,000

Special Projects: Organizations (by Category)	Grants Authorized 2000
RESEARCH TRIANGLE INSTITUTE Research Triangle Park, North Carolina <i>For the Census Civic Mobilization Reaction Tracking Study</i>	75,000
THE ROBERTS FOUNDATION San Francisco, California <i>For the Roberts Enterprise Development Fund for the Ongoing Assessment of Social Impact project</i>	400,000
ROCKEFELLER PHILANTHROPIC COLLABORATIVE, DEMOS DEMOCRACY 21 New York, New York <i>For a series of workshops, seminars, and papers entitled Remaking Federalism for the 21st Century</i>	50,000
RUTGERS–STATE UNIVERSITY OF NEW JERSEY, WALT WHITMAN CENTER FOR THE CULTURE AND POLITICS OF DEMOCRACY New Brunswick, New Jersey <i>For the Global Civil Society project</i>	50,000
SALZBURG SEMINAR Middlebury, Vermont <i>For the Universities project</i>	750,000
SAN FRANCISCO CONSERVATORY OF MUSIC San Francisco, California <i>For renovation of a new facility</i>	500,000
SIERRA BUSINESS COUNCIL Truckee, California <i>To purchase a building for use as an office and as a nonprofit center</i>	335,000
SIMMONS COLLEGE, GRADUATE SCHOOL OF MANAGEMENT Boston, Massachusetts <i>For the Building Alliances Across Differences program initiative</i>	250,000
STANFORD UNIVERSITY Stanford, California <i>For the Stanford Institute for Economic Policy Research</i> <i>For benefit recitals to raise funds for the Friends of Music at Stanford and the Summer String Workshop</i> <i>For the Archaeology Center</i>	1,000,000 25,000 1,000,000
STANFORD UNIVERSITY, INSTITUTE FOR INTERNATIONAL STUDIES Stanford, California <i>For a meeting in Tbilisi, Georgia, in partnership with Caucasian Institute for Peace, Democracy and Development, to explore the creation of a regional seminar on issues of security and cooperation in the Southern Caucasus</i> <i>For the U.S.-Russia Student Leadership Summit, a conference focused on fostering student leadership and public service training</i>	20,000 50,000
STANFORD UNIVERSITY, LAW SCHOOL Stanford, California <i>For the International Labor Studies project</i>	40,000

Special Projects: Organizations (by Category)	Grants Authorized 2000
STANFORD UNIVERSITY, PRESIDENT'S OFFICE Stanford, California <i>For a presidential special projects fund</i>	1,000,000
TWENTY-FIRST CENTURY INITIATIVE Washington, D.C. <i>For production of a documentary film entitled John Gardner: Life on the Learning Curve</i>	50,000
VERA INSTITUTE OF JUSTICE New York, New York <i>For a comprehensive justice reform program in Chile</i> <i>For a seminar series in Russia</i>	40,000 50,000
YALE UNIVERSITY, PROVOST'S OFFICE New Haven, Connecticut <i>For the Center for Study of Globalization</i>	2,000,000
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TOTAL AUTHORIZATIONS FOR 2000	\$134,570,308

U.S.–Latin American Relations

The U.S.–Latin American relations program seeks to strengthen U.S. and Latin American institutions—and foster cooperation among them—in order to address a specific set of common challenges facing the Americas.

This mission is built upon two central premises. First, continuing hemispheric economic and social integration is highly likely and desirable. Second, the shape that future integration takes is anything but preordained. The U.S.–Latin American relations program seeks to help develop the institutional capacity, the human resources, and the information that will shape and improve hemispheric relations into the future.

The program conceives of U.S.–Latin American relations broadly: relations in the Americas are those among institutions and communities of interest as well as among nation-states. The program thus does not focus narrowly on diplomatic or “strategic” relations. Rather, it includes within its focus hemispheric environmental, political, economic, and social issues.

Currently, the program makes grants to organizations in Latin America and the United States in three areas:

Environment. Freshwater management, environmental policy, and corporate social responsibility.

Democratic Governance. Public security, judicial reform, and innovations in legal education in Latin America.

Equitable Economic Growth. Education, migration, and applied economic- and social-policy research.

The program also funds a small number of policy-focused area studies programs in Latin American countries, fellowship programs, and support organizations. (For more detailed information and a listing of sample grants in these components, see the Foundation website.)

The program focuses on redressing four infrastructural problems in these areas:

- Institutions in Latin America are not optimally robust, and civil society remains weak;
- The work of institutions is generally poorly coordinated, particularly across national borders;

Program Description

- Human resources remain underdeveloped; and
- Essential information is poor or nonexistent.

The U.S.–Latin American relations program thus supports institutions that:

- Train qualified people;
- Create new knowledge;
- Bring well-qualified people together so that they can effectively influence public policy;
- Put knowledge to work; and
- Link communities of interest in the United States and Latin America in order to address hemispheric challenges.

The program emphasizes collaboration among institutions—most important, between U.S. and Latin American institutions, but also among Latin American institutions—with the aim of strengthening the institutional grassroots of current and future inter-American relations.

The program works in close affinity with other Foundation programs, actively collaborating on grantmaking with the programs in environment, education, conflict resolution, and population.

- With the environment program, the U.S.–Latin American relations program (US-LAR) funds environmental work in the U.S.-Mexican border region with a focus on freshwater issues;
- With the education program, the US-LAR is developing an initiative in the use of distance-education technologies regionally and in Mexico;
- With the conflict resolution program, the US-LAR has initiated a series of grants in the areas of judicial reform, legal-curriculum development, public security, and police reform;
- With the population program, the US-LAR supports a dozen programs in Mexican migration to the United States, U.S. immigration policy, and comparative migration.

Priority countries and regions are Mexico, the U.S.-Mexican border, Brazil, Chile, and Argentina. Strengthening Latin American institutions in these regions is the principal focus of Foundation support.

Full proposals are considered on an invitation-only basis. Two-page letters of inquiry are always welcome. In assessing requests for support, strong preference is accorded

- Latin American organizations;
- Programs of research, outreach, and exchange that are designed to yield significant and permanent enhancements of institutional strengths;
- Programs that involve the active participation of policymakers, opinion leaders, and representatives of stakeholder communities; and
- Initiatives that conduct activities in collaboration with other institutions.

Comprehensive Centers

BROWN UNIVERSITY, CENTER FOR LATIN AMERICAN STUDIES Providence, Rhode Island <i>For the Latin American Studies Consortium of New England</i>	\$100,000
CALIFORNIA STATE UNIVERSITY AT LOS ANGELES, DEPARTMENT OF HISTORY Los Angeles, California <i>For the Social Responses to Globalization in Latin America project</i>	200,000
UNIVERSITY OF CHICAGO, CENTER FOR LATIN AMERICAN STUDIES Chicago, Illinois <i>For the Mexican Studies program</i>	300,000
FACULTAD LATINOAMERICANA DE CIENCIAS SOCIALES, CHILE Santiago, Chile <i>For general support</i>	300,000
GEORGETOWN UNIVERSITY, CENTER FOR LATIN AMERICAN STUDIES Washington, D.C. <i>For the Mexico Project</i>	200,000
WOODROW WILSON INTERNATIONAL CENTER FOR SCHOLARS Washington, D.C. <i>For the Latin American Program</i>	200,000

Exchange

MICHIGAN STATE UNIVERSITY, CENTER FOR LATIN AMERICAN AND CARIBBEAN STUDIES East Lansing, Michigan <i>For research, training, and networking efforts related to freshwater management in Latin America</i>	200,000
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Fellowship Support

FUNDACIÓN MÉXICO-ESTADOS UNIDOS PARA LA CIENCIA Mexico City, Mexico <i>For general support</i>	300,000
INSTITUTE OF INTERNATIONAL EDUCATION New York, New York <i>For the Mexico fellowship program jointly funded by the Hewlett, Ford, and MacArthur foundations</i>	600,000
SOCIAL SCIENCE RESEARCH COUNCIL New York, New York <i>For the Latin American section's fellowship program focusing on political transitions and institutional transformation in Argentina and Chile</i>	200,000

Policy Studies

<p>UNIVERSITY OF CALIFORNIA AT DAVIS, DEPARTMENT OF AGRICULTURAL AND RESOURCE ECONOMICS Davis, California</p> <p><i>For a project on the impact of NAFTA on incomes and migration in rural Mexico</i></p>	250,000
<p>CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES Washington, D.C.</p> <p><i>For a comparative study of recent economic performance and future economic prospects in Latin America</i></p> <p><i>For the Mexico Project</i></p>	50,000 350,000
<p>CENTRO BRASILEIRO DE ANÁLISE E PLANEJAMENTO São Paulo, Brazil</p> <p><i>For research on economic reform, political institutions, and equity issues in Brazil</i></p>	300,000
<p>CENTRO DE DERECHOS HUMANOS Y MEDIO AMBIENTE Córdoba, Argentina</p> <p><i>For general support</i></p>	200,000
<p>CITY UNIVERSITY OF NEW YORK, BILDNER CENTER FOR WESTERN HEMISPHERE STUDIES New York, New York</p> <p><i>For the Brazil program</i></p>	50,000
<p>CLAREMONT MCKENNA COLLEGE, PACIFIC RIM GOVERNMENT DEPARTMENT Claremont, California</p> <p><i>For the Democracy Through Latin American Lenses project</i></p>	200,000
<p>COLUMBIA UNIVERSITY, INSTITUTE OF LATIN AMERICAN AND IBERIAN STUDIES New York, New York</p> <p><i>For a program of research and institutional exchange with Latin American partners</i></p>	100,000
<p>HOUSTON ADVANCED RESEARCH CENTER, CENTER FOR GLOBAL STUDIES The Woodlands, Texas</p> <p><i>For work on transboundary water issues at the U.S.-Mexico border</i></p>	300,000
<p>INSTITUTO TECNOLÓGICO AUTÓNOMO DE MÉXICO Mexico City, Mexico</p> <p><i>For the North American Public Policy Studies Program</i></p>	350,000
<p>LATIN AMERICAN AND CARIBBEAN ECONOMICS ASSOCIATION, DEPARTAMENTO DE ECONOMIA Rio de Janeiro, Brazil</p> <p><i>For the Latin American and Caribbean Economic Association's 2000 conference</i></p>	50,000
<p>UNIVERSITY OF LONDON, SCHOOL OF ADVANCED STUDIES London, England</p> <p><i>For collaboration between the Institute of Latin American Studies and Latin American Centre at Oxford University</i></p>	350,000
<p>NORTH AMERICAN INSTITUTE Santa Fe, New Mexico</p> <p><i>For general support</i></p>	200,000

U.S.–Latin American Relations: Organizations (by Category)	Grants Authorized 2000
PONTIFÍCIA UNIVERSIDADE CATÓLICA DO RIO DE JANEIRO Gavea–Rio de Janeiro, Brazil <i>For the Departamento de Economia</i>	200,000
RED LATINOAMERICANA DE BOTÁNICA, INSTITUTO DE ECOLOGÍA Mexico City, Mexico <i>For general support</i>	300,000
RESOURCES FOR THE FUTURE Washington, D.C. <i>For a project on water policy in Chile and Argentina</i>	200,000
TEXAS CENTER FOR POLICY STUDIES Austin, Texas <i>For a project on sustainable water management in the Texas/Chihuahua portion of the Rio Grande basin</i>	200,000
UNIVERSIDAD DE GUADALAJARA, INSTITUTO DE ESTUDIOS ECONÓMICOS Y REGIONALES Zapopan, Jalisco, Mexico <i>For general support</i>	250,000
UNIVERSIDAD TORCUATO DI TELLA Buenos Aires, Argentina <i>For general support</i>	200,000
<i>For an international conference on Argentine economic history and policy</i>	75,000

Training

CALIFORNIA WESTERN SCHOOL OF LAW, MCGILL CENTER FOR CREATIVE PROBLEM SOLVING San Diego, California <i>To assist in the planning, execution, and follow-up publication for the Pan American Conference on Judicial Reform in Latin America</i>	50,000
FLORIDA INTERNATIONAL UNIVERSITY, DEPARTMENT OF ENVIRONMENTAL STUDIES Miami, Florida <i>For training, research and exchange programs with Mexican institutions</i>	200,000
UNIVERSITY OF FLORIDA, TROPICAL CONSERVATION AND DEVELOPMENT PROGRAM Gainesville, Florida <i>For training, research, and exchange programs with Brazilian institutions</i>	200,000
NATIONAL ASSOCIATION OF SCHOOLS OF PUBLIC AFFAIRS AND ADMINISTRATION Washington, D.C. <i>For the InterAmerican Network for Public Administration Education</i>	200,000
ORGANIZATION FOR TROPICAL STUDIES Durham, North Carolina <i>For the Decisionmakers program</i>	300,000

Support Organizations

UNIVERSITY OF ARIZONA, CONSORTIUM ON NORTH AMERICAN HIGHER EDUCATION COLLABORATION Tucson, Arizona <i>For the Border Partners in Action program</i>	210,000
BUSINESS FOR SOCIAL RESPONSIBILITY San Francisco, California <i>For the EMPRESA initiative</i>	200,000

Other

ASSOCIATION FOR COMMUNITY BASED EDUCATION Washington, D.C. <i>For the Rural Development Center (Collaboration with Environment)</i>	100,000
UNIVERSITY OF CALIFORNIA AT SAN DIEGO La Jolla, California <i>For the Center for Comparative Immigration Studies (Collaboration with Population)</i>	100,000
<i>For the Center for U.S.-Mexican Studies (Collaboration with Environment)</i>	200,000
FOUNDATION FOR SELF-SUFFICIENCY IN CENTRAL AMERICA Round Rock, Texas <i>For La Coordinadora del Bajo Lempa in El Salvador (Collaboration with Conflict Resolution)</i>	35,250
FUNDACIÓN MARGARITA MIRANDA DE MASCAREÑAS Ciudad Juárez, Chihuahua, Mexico <i>For Fundación Mascareñas, a new, binational community foundation (Collaboration with Environment)</i>	0
GEORGETOWN UNIVERSITY, INSTITUTE FOR THE STUDY OF INTERNATIONAL MIGRATION Washington, D.C. <i>For a project to assess the implementation and impact of U.S. immigration policy (Collaboration with Population)</i>	49,000
INDIAN LAW RESOURCE CENTER Helena, Montana <i>For general support (Collaboration with Conflict Resolution and Environment)</i>	0
INTERNATIONAL COMMUNITY FOUNDATION San Diego, California <i>To establish the Fundación Internacional de la Comunidad in Tijuana, Mexico (Collaboration with Environment)</i>	75,000

U.S.-Latin American Relations: Organizations (by Category)	Grants Authorized 2000
PRONATURA PENINSULA DE BAJA CALIFORNIA Ensenada, Baja California, Mexico <i>For general support (Collaboration with Environment)</i>	0
PRONATURA SONORA Guaymas, Sonora, Mexico <i>For general support (Collaboration with Environment)</i>	0
PROYECTO FRONTERIZO DE EDUCACIÓN AMBIENTAL San Ysidro, California <i>For general support (Collaboration with Environment)</i>	100,000
<i>For the third annual conference on the U.S.-Mexico border environment (Collaboration with Environment)</i>	0
SAN DIEGO STATE UNIVERSITY San Diego, California <i>For the Institute for Regional Studies of the Californias (Collaboration with Environment)</i>	150,000
<i>For the Center for Latin American Studies</i>	300,000
UNIVERSIDAD DIEGO PORTALES, ESCUELA DE DERECHO Santiago, Chile <i>For the Programa de Justicia Criminal (Collaboration with Conflict Resolution)</i>	100,000

Advice to Applicants

Because the foregoing program descriptions are brief and are under continuing review, the most efficient means of initial contact with the Hewlett Foundation is a letter of inquiry, addressed to grants administration. The letter should contain a brief statement of the applicant's need for funds and enough factual information to enable the staff to determine whether or not the application falls within the Foundation's areas of preferred interest or warrants consideration as a special project. There is no fixed minimum or maximum with respect to the size of grants; applicants should provide a straightforward statement of their needs and aspirations for support, taking into account other possible sources of funding.

Letters of application will be briefly acknowledged upon their receipt, but because the Foundation prefers to operate with a small staff, a more detailed response may in some cases be delayed. Applicants who have not had a substantive reply after a reasonable period of time should feel free to make a follow-up inquiry.

The Foundation recognizes that significant programs require time to demonstrate their value. It is therefore willing to consider proposals covering several years of support. While the Foundation will entertain specific projects in its areas of interest and will on occasion provide general support for organizations of special interest, it expects to work primarily through organizations active in its main programs. One exception is the family and community development program, under which the Foundation makes some small grants for specific projects that meet an immediate community need. Like most foundations, the Hewlett Foundation is unwilling to assume responsibility for the long-term support of any organization or activity.

All inquiries are reviewed first by the relevant program officer. He or she will either (1) in consultation with the president, decline a request that seems unlikely to result in a project the Foundation can support; (2) request further information if a decision cannot be made on the basis of the initial inquiry; or (3) present the request to the rest of the staff for discussion.

Applicants who receive a favorable response to their initial inquiry will be invited to submit a formal proposal. Special supporting materials may be requested in some cases, but normally the proposal should include:

- A concise statement of the purpose of the request, its significance or uniqueness in relation to other work being done in the field, and the results sought.
- A budget for the program; an indication of other prospective funding sources and the amount requested of each; and a statement of the sponsoring organization's total budget and financial position. Applicants should indicate how they would continue a successful program once support from the Hewlett Foundation ceases.
- The identity and qualifications of the key personnel to be involved.
- A list of members of the governing body.
- Evidence of tax-exempt status.
- A statement to the effect that the proposal has been reviewed by the applicant's governing body and specifically approved for submission to The William and Flora Hewlett Foundation.

Normally the Foundation will not consider grants for basic research, capital construction funds, grants in the medical or health-related fields, or general fund-raising drives. It will not make grants or loans to individuals or grants intended directly or indirectly to support candidates for political office or to influence legislation.

Grants must be approved by the Board of Directors, which meets quarterly. Meeting dates are available upon request, but applicants should realize that even proposals which are to be recommended for Board approval cannot in every case be reviewed at the first meeting following their receipt. All inquiries and proposals are reported to the Board, including those declined at the staff level.

Financial Statements

THE WILLIAM AND FLORA HEWLETT FOUNDATION

REPORT OF INDEPENDENT ACCOUNTANTS

*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 unrestricted 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, 2000 and 1999, 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, which require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, 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 14, 2001

Statement of Financial Position

	December 31	
	2000	1999
ASSETS		
Investments		
Hewlett-Packard common stock	\$ 447,970,000	\$ 232,738,000
Other public domestic equities	1,276,882,000	1,140,055,000
Public international equities	480,416,000	411,029,000
Private equities	805,420,000	508,450,000
Fixed income	747,242,000	353,210,000
Interest and dividends receivable	8,185,000	4,487,000
Cash equivalents	48,369,000	8,066,000
Net due (to) from brokers	(151,299,000)	67,520,000
Total investments	<u>3,663,185,000</u>	<u>2,725,555,000</u>
Cash	26,000	444,000
Federal excise tax refundable	8,255,000	2,706,000
Program-related loan receivable	-0-	1,429,000
Office equipment and other assets	1,058,000	1,102,000
New building project	11,509,000	10,416,000
	<u>\$ 3,684,033,000</u>	<u>\$ 2,741,652,000</u>
LIABILITIES AND NET ASSETS		
Accounts payable and accrued liabilities	\$ 2,688,000	\$ 3,035,000
Grants payable	54,483,000	53,713,000
Deferred federal excise tax	8,223,000	8,751,000
Total liabilities	<u>65,394,000</u>	<u>65,499,000</u>
Commitments (see Investments note)		
Unrestricted net assets of the Foundation	3,618,639,000	2,676,153,000
	<u>\$ 3,684,033,000</u>	<u>\$ 2,741,652,000</u>

See accompanying notes to the financial statements on pp. 74–77.

*Statement of Activities and
Changes in Unrestricted Net Assets*

	Year Ended December 31	
	2000	1999
Net investment revenues and gains:		
Interest and dividends	\$ 77,916,000	\$ 44,865,000
Gain on investment portfolio	628,041,000	865,503,000
Investment management expense	(8,213,000)	(6,953,000)
Net investment income	697,744,000	903,415,000
Federal excise tax expense on investment income	(5,552,000)	(9,431,000)
Net investment revenues and gains	692,192,000	893,984,000
Expenses:		
Grants authorized, net of cancellations	(136,518,000)	(91,753,000)
Administrative expenses	(8,023,000)	(5,680,000)
Excess of income over expenses before contribution	547,651,000	796,551,000
Contribution, net of deferred federal excise tax	394,835,000	-0-
Increase in unrestricted net assets	942,486,000	796,551,000
Unrestricted net assets at beginning of year	2,676,153,000	1,879,602,000
Unrestricted net assets at end of year	<u>\$ 3,618,639,000</u>	<u>\$ 2,676,153,000</u>

See accompanying notes to the financial statements on pp. 74–77.

Statement of Cash Flows

	Year Ended December 31	
	2000	1999
Cash flows from operating activities:		
Cash collected on program-related loan receivable	\$ 1,429,000	\$ 1,714,000
Interest and dividends received	74,218,000	45,226,000
Cash paid for federal excise tax, net of refund	(16,794,000)	(9,135,000)
Cash paid to suppliers and employees	(16,252,000)	(11,439,000)
Grants paid	(135,748,000)	(87,638,000)
Net cash used by operating activities	<u>(93,147,000)</u>	<u>(61,272,000)</u>
Cash flows from investing activities:		
Purchases of equipment	(289,000)	(254,000)
New building project	(1,093,000)	(361,000)
Cash received from partnership distributions	18,906,000	32,562,000
Proceeds from sale of investments	7,033,295,000	3,255,370,000
Purchase of investments	<u>(6,958,090,000)</u>	<u>(3,225,728,000)</u>
Net cash from investing activities	<u>92,729,000</u>	<u>61,589,000</u>
Net (decrease) increase in cash	(418,000)	317,000
Cash at beginning of year	444,000	127,000
Cash at end of year	<u>\$ 26,000</u>	<u>\$ 444,000</u>

See accompanying notes to the financial statements on pp. 74–77.

Statement of Cash Flows

	Year Ended December 31	
	2000	1999
Reconciliation of change in net assets to net cash used by operating activities:		
Change in net assets	\$ 942,486,000	\$ 796,551,000
Adjustments to reconcile change in net assets to net cash used by operating activities:		
Depreciation	385,000	373,000
Stock contribution	(400,000,000)	-0-
(Increase) decrease in interest and dividend receivable	(3,698,000)	361,000
Increase in federal excise tax refundable	(5,549,000)	(1,621,000)
Decrease in program-related loan receivable	1,429,000	1,714,000
(Decrease) increase in accounts payable and accrued liabilities	(347,000)	608,000
(Decrease) increase in deferred federal excise tax	(528,000)	1,917,000
Increase in grants payable	770,000	4,115,000
Net unrealized and realized gains on investments	(628,041,000)	(865,503,000)
Other	(54,000)	213,000
Net cash used by operating activities	<u>\$ (93,147,000)</u>	<u>\$ (61,272,000)</u>
Supplemental data for noncash activities:		
Stock transfer for ground lease	\$ -0-	\$ 10,000,000
Stock contribution	<u>\$ 400,000,000</u>	<u>\$ -0-</u>

See accompanying notes to the financial statements on pp. 74–77.

Notes to Financial Statements
December 31, 2000 and 1999

General

The William and Flora Hewlett Foundation is a private foundation incorporated in 1966 as a nonprofit charitable organization. The Foundation's grantmaking activities are concentrated in the seven program areas of conflict resolution, education, environment, family and community development, performing arts, population, and U.S.–Latin American relations. More detailed information regarding the Foundation's charitable activities can be obtained from the Foundation's website at www.hewlett.org.

Investments

Investments are deployed in a diversified portfolio of public and private equity and debt investments. Public equities consist of a diversified portfolio of domestic and international stocks. Private equities primarily consist of venture capital and real estate. Fixed income securities primarily consist of U.S. government, federal agency, and corporate bonds and notes.

Public equities, fixed income securities, options, and futures are carried at market value as determined by quoted market prices. Because no readily ascertainable market values exist for private equity investments, they are accounted for under the equity method. Management believes that this method provides a reasonable estimate of market value. The valuations of certain of these investments are based upon the latest available information, generally through September 30, adjusted for capital contributions and distributions that occur during the quarter ended December 31. These amounts may differ from values that would be determined if the investments were publicly traded or if the December 31 amounts were currently available. Foreign securities and currency holdings are carried at market value and translated to U.S. dollars based on current exchange rates. Dividends and interest income are accrued when earned. The unrealized increase (decrease) in the market value of investments held at year-end is determined by using market values at the beginning and end of the year, or on the date acquired if purchased or contributed to the Foundation during the year. Realized gains (losses) on sales are determined based on cost, with cost being determined on a specific identification basis. The net gain on investment portfolio includes realized gains of \$1,025,567,000 and \$594,005,000 in 2000 and 1999, respectively.

The Foundation held 14,193,106 shares of Hewlett-Packard Company stock (approximately 0.7% of that Company's total outstanding shares) with a market price of \$31.56 per share at December 31, 2000. At December 31, 1999, the Foundation held 4,092,106 shares with a market price of \$56.875 per share. (Shares and market price per share have been adjusted for the two-for-one stock split in October 2000.)

Investment securities are exposed to various risks, such as changes in interest rates or credit 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, forwards, and options which are exchange traded or are executed over-the-counter. The Foundation's investment managers engage in these transactions primarily for the purpose of hedging the portfolios against interest rate and currency fluctuations.

As described above, some of the Foundation's investment managers enter into options and futures contracts. An option is a contract that grants the right, but not the obligation, to execute a specific purchase or sales transaction at a stated exercise price. A futures contract is a standardized agreement between two parties to buy and sell an asset at a set price on a future date. Upon entering into a futures contract, the manager is required to pledge to the broker an amount of cash or securities as required by the exchange on which the contracts are traded. In these transactions the managers do not leverage the Foundation's assets in the sense that notional exposures may not exceed the assets assigned to the manager by the Foundation. At December 31, 2000 and 1999, the total pledged on options and futures contracts was \$3,076,000 and \$1,626,000, respectively.

The Foundation's investment managers enter into forward contracts primarily for the purpose of reducing foreign currency risk. A forward contract is an obligation to purchase or sell a currency against another currency at a future date and price as agreed upon by the parties. Forward contracts are traded over-the-counter and not on organized exchanges. The managers intend to cover the commitments to deliver currency under these contracts by acquiring a sufficient amount of the underlying currency. Forward contracts involve counterparty credit risk. The Foundation's investment managers seek to control this risk through credit evaluations and approvals, credit limits, and exposure monitoring.

One of the Foundation's fixed income investment managers sells securities forward, and the Foundation records its liability for unsettled sales as a reduction of the related investment. At December 31, 2000, the liability for forward sales (stated at market value) was \$74,556,000; there was no liability for forward sales at December 31, 1999. This liability represents obligations of the Foundation to make future delivery of specific securities and, accordingly, creates an obligation to purchase the security at prevailing market prices at a later date. Such forward sales are paired with long positions in the same or highly correlated assets, thereby mitigating the risk of short position exposure in the account.

The Foundation participates in its custodian bank's securities lending program, which involves lending securities, on a temporary basis, to brokers and other financial institutions. In connection with these securities loan transactions, the bank requires that the borrowing entity deposit with it collateral in the form of cash, securities, and letters of credit in amounts at least equal to the market

value of the securities loaned. Collateral received in the form of cash is invested by the bank in short-term money market instruments. At December 31, 2000 and 1999, the securities loaned had a market value of \$60,071,000 and \$16,065,000, respectively. The value of collateral received in conjunction with securities loaned at December 31, 2000, was \$61,594,000, of which \$48,817,000 was in cash. At December 31, 1999, the value of collateral received was \$16,845,000, all of which was in cash.

At December 31, 2000, net due (to) from brokers includes a receivable from brokers of \$103,301,000 and a payable to brokers of \$254,600,000. At December 31, 1999, net due (to) from brokers includes a receivable from brokers of \$108,658,000 and a payable to brokers of \$41,138,000.

Funds in the amount of \$386,646,000 are committed for future investment in venture capital, real estate, and other private equities.

New Building Project

The Foundation has commenced planning and development of a new headquarters building. In 1999 it signed a 51-year noncancelable ground lease for which it prepaid \$10 million in H-P stock. The Foundation has entered into a commitment for the construction of its headquarters building. The total cost of the project is not specified but is based on set rates per hour. The Foundation estimates that this project will cost \$22–23 million. As of December 31, 2000, the Foundation has incurred \$1,509,000 in development costs. Construction of the building began in early 2001 and is expected to be completed by spring 2002.

Grants Payable

Grant requests are recorded as grants payable when they are approved by the Board of Directors. Some of the grants are payable in installments, generally over a three-year period. Grants authorized but unpaid at December 31, 2000, are payable as follows:

<u>Year Payable</u>	<u>Amount</u>
2001	\$ 41,731,000
2002	12,592,000
2003 and thereafter	160,000
	<u>\$ 54,483,000</u>

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 2000 and 1999. Deferred federal excise tax is provided

at 1.33%, the average effective rate expected to be paid on unrealized gains on investments.

The provisions for federal excise tax were as follows:

	<u>2000</u>	<u>1999</u>
Current	\$ 11,245,000	\$ 7,514,000
Deferred	(5,693,000)	1,917,000
	<u>\$ 5,552,000</u>	<u>\$ 9,431,000</u>

Contribution On December 11, 2000, the Foundation received a contribution from the William R. Hewlett Trust of Hewlett-Packard Company stock valued at \$394,835,000, net of deferred federal excise taxes.

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 and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Reclassifications Certain reclassifications have been made to the 1999 balances to conform to the 2000 presentation. These reclassifications had no effect on the change in net assets in 1999 or total net assets at December 31, 1999.

Subsequent Event The Foundation expects to receive a bequest of an undetermined amount from the estate of its founder, the late William R. Hewlett, who died on January 12, 2001.

- A**
- Academy for Educational Development, 47
 - Academy of Family Mediators, 5
 - Affinity Group on Population, Reproductive Health and Rights, 47
 - African Medical and Research Foundation, 49
 - Alameda County Bar Association, Volunteer Legal Services Corporation, 35
 - Alameda County Office of Education, 16
 - Alaska Conservation Foundation, 24, 30
 - Allegheny College, Office of Dean of the College, 14
 - Allied Fellowship Service, 33
 - American Bar Association Fund for Justice and Education, Section of Dispute Resolution, 5
 - American Conservatory Theater, 40
 - American Council of Learned Societies, 61
 - American Council on Education, 61
 - American Institutes for Research, Center for Community Research, 36
 - American Medical Women's Association, 49
 - American Music Center, 39
 - American Music Theatre of San Jose, 41
 - American Rivers, 29
 - American University in Cairo, 51
 - Andrus Center for Public Policy, 28
 - Arizona Supreme Court, 8, 29
 - Arizona, University of, Consortium on North American Higher Education Collaboration, 59
 - Asian Neighborhood Design, 33
 - Aspen Institute, 18, 34
 - Association for Community Based Education, 24, 59
 - Association of California Symphony Orchestras, 39
 - Association of Independent California Colleges and Universities, 18
 - A Traveling Jewish Theatre, 40
 - Aurora Theatre Company, 40
 - AVSC International, 49
 - Axis Dance Company, 42
- B**
- Bay Area Coalition of Essential Schools, 16
 - Bay Area Industry Education Council, 33
 - Bay Area Institute, Pacific News Service, 16
 - Bay Area School Reform Collaborative, 16
 - Boston Symphony Orchestra, 39
 - Boys and Girls Club of the Peninsula, 35
 - Brandeis University, 13
 - Brava! for Women in the Arts, 40
 - Bridge Group Advisors, 61
 - Brookings Institution, Center on Urban and Metropolitan Policy, 61
 - Brown University, 51; Center for Latin American Studies, 56
 - Bryn Mawr College, 14
 - Bush Foundation, 15
 - Business for Social Responsibility, 59
- C**
- Cabrillo Music Festival, 39
 - California Assembly of Local Arts Agencies, 43
 - California Association of Nonprofits, 36
 - California Association of Student Councils, 16
 - California Center for Regional Leadership, 23, 36
 - California College of Arts and Crafts, Center for the Arts and Public Life, 44
 - California Council on Science and Technology, 18
 - California Dispute Resolution Institute, 5, 61
 - California Institute for School Improvement, 16
 - California Shakespeare Festival, 40
 - California State University at Los Angeles, Department of History, 56
 - California Western School of Law, McGill Center for Creative Problem Solving, 58
 - California, University of, Berkeley, 39, 51; Cal Performances, 42; College of Natural Resources, 51; Graduate School of Education, 16, 18;
 - California, University of, Davis, Department of Agricultural and Resource Economics, 57
 - California, University of, Irvine, Global Peace and Conflict Studies, 6
 - California, University of, San Diego, 24, 52, 59; Scripps Institution of Oceanography, 15, 61
 - CARE, 47
 - Carmel Bach Festival, 39
 - Carnegie Endowment for International Peace, 61
 - Carnegie Mellon University, 13; H. J. Heinz III School of Public Policy and Management, 61
 - Catholic Charities of Santa Clara County, 33
 - CDR Associates, 8
 - Center for Academic Integrity, 15
 - Center for Advanced Study in the Behavioral Sciences, 61
 - Center for Health and Social Policy, 47
 - Center for Holistic Resource Management, 24
 - Center for Resource Economics, 28
 - Center for Science in Public Participation, 24
 - Center for Strategic and International Studies, 57
 - Center for the Future of Teaching and Learning, 17

- Center for Women and Their Work, 47
- Centro Brasileiro de Análise e Planejamento, 57
- Centro de Derechos Humanos y Medio Ambiente, 57
- Chicago, University of, Center for Latin American Studies, 56
- Chinese Cultural Productions, 42
- Choice U.S.A., 47
- Chronicle Season of Sharing Fund, 36
- Chulalongkorn University, 51
- Cities, Counties and School Partnership, 6
- City University of New York, Bildner Center for Western Hemisphere Studies, 57
- Claremont Graduate University, 15
- Claremont McKenna College, Pacific Rim Government Department, 57
- Classics for Kids Foundation, 61
- Coalition of Essential Schools, 16
- College of the Atlantic, 14
- Collins Center for Public Policy, 23, 36
- Colorado, University of, at Boulder, 28
- Colorado Environmental Coalition, 28
- Columbia University: College of Physicians and Surgeons, 52; Institute of Latin American and Iberian Studies, 57; School of International and Public Affairs, 6
- Communications Consortium Media Center, 47
- Community Conservancy International, 30
- Community Development Institute, 34
- Community Dialogue, 6
- Community Foundation Silicon Valley, 34, 36
- Community Music Center, 39
- Community Network for Youth Development, 16, 36
- Community Partners, 6, 61
- Community School of Music and Arts, 39
- Comunicación e Información de la Mujer, 47
- Conflict Management Group, 7
- Conflict Resolution, Research and Resource Institute, 7
- Congress for the New Urbanism, 23
- Consensus Building Institute, 8
- Consensus Organizing Institute, 5
- Council on Foreign Relations, 7
- Creative Capital Foundation, 44
- Creighton University, College of Arts and Sciences, 14
- Cultural Initiatives Silicon Valley, 16, 44
- D**
- Dancers' Group, 42
- Dance Through Time, 42
- Dance/USA, 42
- Danish Family Planning Association, 47
- David Suzuki Foundation, 24
- Democracy Project, 62
- Denver, University of, 23
- Denver Foundation, 24
- Deutsche Stiftung Weltbevölkerung, 47
- Dineh Bi' Ranchers Roundtable and Development, 25
- Djerassi Resident Artists Program, 62
- E**
- Eastern Virginia Medical School, 52
- EdSource, 18
- Educators for Social Responsibility, 5
- Environmental Defense, 47
- Environment Now, 8, 27
- European Centre for Conflict Prevention, 7
- Evergreen State College, Washington Center for Undergraduate Education, 13
- Exploratorium, 43
- EZ/EC Foundation Consortium, 34
- F**
- Facultad Latinoamericana de Ciencias Sociales, Chile, 56
- Fairfax–San Anselmo Children's Center, 35
- Family Health International, 52
- Family Stress Center, 35
- Film Arts Foundation, 62
- Film Institute of Northern California, 43
- Film Makers Collaborative, Linda Harrar Productions, 47
- Finance Project, 18, 36
- First Nations Development Institute, 62
- Florida, University of, Tropical Conservation and Development Program, 58
- Florida International University, Department of Environmental Studies, 58
- Forest Trust, 25
- Forum on Early Warning and Early Response, 7
- Foundation for International Security, 7
- Foundation for Self-Sufficiency in Central America, 9, 59
- Franklin and Marshall College, 14
- Fund for Folk Culture, 44
- Fund for Peace, 7
- Fund for the City of New York, 62
- Fundación Margarita Miranda de Mascareñas, 25, 59
- Fundación Mexicana para la Planeación Familiar, 49
- Fundación México–Estados Unidos para la Ciencia, 56
- GH**
- Gamelan Sekar Jaya, 42
- George Coates Performance Works, 40
- Georgetown University, 13; Carl Vinson Institute of Government, 8; Center for Latin American Studies, 56; Institute for the Study of International Migration, 52, 59
- Global Fund for Women, 49

- Global Health Council, 47
 Goodwill Industries of the Greater East Bay, Inc., 33
 Grand Canyon Trust, 23, 25, 30
 Grantmakers in the Arts, 43
 Greater Yellowstone Coalition, 25
 Grupo de Información en Reproducción Elegida, 48
 Harvard University: Center for International Affairs, 7; John F. Kennedy School of Government, 7, 62; School of Public Health, 5
 Harvey Mudd College, 14
 Henry L. Stimson Center, 7
 Houston Advanced Research Center, Center for Global Studies, 57
- I**
 Indian Law Resource Center, 9, 25, 59
 Industry Initiatives for Science and Math Education, 17
 Institute for Higher Education Policy, 15
 Institute for the Advanced Study of Black Family Life and Culture, 35
 Institute for the Study of Conflict Transformation, 5
 Institute of International Education, 56
 Institutes for Journalism and Natural Resources, 28
 Instituto Tecnológico Autónomo de México, 57
 International Alert, 7
 International Center for Religion and Diplomacy, 7
 International Center for Research on Women, 48
 International Community Foundation, 25, 59
 International Crisis Group, 7
 International Development Research Center, 62
 International Peace Academy, 8
- International Planned Parenthood Federation: South Asia Regional Office, 50; Western Hemisphere Region, 49
 International Planned Parenthood Foundation, 48
 International Resource Group on Disarmament and Security in the Horn of Africa, 8
 International Women's Health Coalition, 50
 Iowa, University of, Global Health Studies Program, 13
 IPAS, 50
 Ithaca College, 14
 Izaak Walton League of America, 48
- JK**
 Jacob's Pillow Dance Festival, 42
 Japanese Organization for International Cooperation in Family Planning, 48
 Japan Society of Northern California, 62
 Jewish Family and Children's Services, 35
 Joe Goode Performance Group, 42
 Johns Hopkins University, 48
 José Limón Dance Foundation, 42
 Ka'ala Farm, 25
 KCET, Community Television of Southern California, 18, 62
 Kitka, 39
 KQED, 62
- L**
 Lamplighters Opera West Foundation, 41
 Latin American and Caribbean Economics Association, Departamento de Economía, 57
 Latino Issues Forum, 29
 League to Save Lake Tahoe, 27
 Learning Matters, 18
 Leon and Sylvia Planetta Institute for Public Policy, 62
 Library of Congress, 63
 Lighthawk, 28
 Link Services, 63
- Local Government Commission, 27
 London, University of, School of Advanced Studies, 57
 Los Angeles Educational Partnership, 17
 Low Income Housing Fund, 33
- M**
 Macalester College, 13, 14
 Magic Theatre, 41
 Mahidol University, 51
 Male Advocacy in Pregnancy and Parenting Coalition, 35
 Malpai Borderlands Group, 25
 Management Sciences for Health, 50
 Manchester-Bidwell Corporation, 36, 44
 Margaret Jenkins Dance Company, 42
 Marie Stopes International, 50
 Marin Shakespeare Company, 41
 Marin Symphony Association, 39
 Medical Students for Choice, 48
 Meridian Institute, 29
 Michigan, University of, 13; Department of Geological Sciences, 13; School of Natural Resources and Environment, 9, 27
 Michigan State University, Center for Latin American and Caribbean Studies, 56
 Middlebury College, 14
 Midsummer Mozart, 39
 Mills College, 14
 Mineral Policy Center, 27
 Minnesota Public Radio, 44
 Mission Hiring Hall, 33
 Missouri Botanical Garden, 27
 Montana State University, College of Letters and Science, 13
 Musical Traditions, 39
- N**
 Napa Valley Economic Development Corporation, 33
 Napa Valley Symphony Association, 39

- National Abortion Federation, 50
 National Academy of Sciences, Office of International Affairs, 63
 National Alliance for Media Arts and Culture, 43
 National Association for Community Mediation, 5
 National Association of Schools of Public Affairs and Administration, 58
 National Center for Strategic Nonprofit Planning and Community Leadership, 35
 National Conference on Peacemaking and Conflict Resolution, 5
 National Council for Accreditation of Teacher Education, 17
 National Economic Development and Law Center, 33
 National Endowment for Democracy, 63
 National Family Planning and Reproductive Health Association, 51
 National Fish and Wildlife Foundation, 25
 National Housing Institute, 34
 National Park Foundation, 23
 National Public Radio, 63
 National Religious Partnerships for the Environment, 27
 National Safety Council, 29
 National Tropical Botanical Garden, 25
 National Wildlife Federation, 48
 Natural Heritage Institute, 29
 Nature Conservancy: California Regional Office, 23, 63; of Hawai'i, 25; Hawaii and Alaska Division, 27; Northwest Regional office, 29; Rocky Mountain Division, 25
 New America Foundation, 63
 New Mexico, University of, 13
 New York University, 63; Faculty Resource Network, 15
 Nonprofit Facilities Fund, 43
 Noontime Concerts, 39
 North American Institute, 57
 North Carolina State University, 14
 North Dakota Consensus Council, 6
 Northeastern University, 14
 Northern California Grantmakers, 34, 36
O
 Oakland Ballet, 43
 Oakland Interfaith Gospel Choir, 40
 Oakland Unified School District, Office of the Superintendent, 16
 Occidental College, 15
 Oceans Blue Foundation, 23
 One Thousand Friends of New Mexico, 23
 One Thousand Friends of Oregon, 23
 Oregon, University of, 14
 Oregon Shakespeare Festival, 63
 Organization for Security and Cooperation in Europe, 63
 Organization for Tropical Studies, 58
 Other Minds, 40
P
 Pacific Environment and Resources Center, 26
 Pacific Institute for Studies in Development, Environment and Security, 9, 29, 48
 Parliamentarians for Global Action, 48
 Partners for Democratic Change, 5
 Partners in Population and Development, 50
 PATH, 50
 Pathfinder International, 50
 Peninsula Ballet Theatre, 43
 Peninsula Community Foundation, 34, 36, 63
 Pennsylvania, University of, National Center on Fathers and Families, 35
 Pennsylvania State University, Division of Undergraduate Studies, 14
 Pitzer College, 15
 Planet 21, 48
 Planned Parenthood Federation of America, 50
 Planned Parenthood of New York City, 50
 Planning and Conservation League Foundation, 28
 Pocket Opera, 41
 PolicyLink, 9, 23, 37
 Pontificia Universidade Católica do Rio de Janeiro, 58
 Population Concern, 48
 Population Council, Center for Biomedical Research, 52
 Population Services International, 50
 Portland State University, College of Urban and Public Affairs, 6
 Presidio Trust, 63
 Princeton University: Center for Research on Child Wellbeing, 35; Woodrow Wilson School of Public and International Affairs, 63
 Pro Bono Project of Santa Clara County, 35
 Pro Esteros, Lagunas y Marismas de las Californias, 26
 Pronatura Peninsula de Baja California, 26, 60
 Pronatura Sonora, 26, 60
 Proyecto Fronterizo de Educación Ambiental, 23, 26, 60
 Public/Private Ventures, 33
R
 Radio and Television News Directors Foundation, 29
 Ragazzi, the Peninsula Boys Choir, 40
 Red Latinoamericana de Botánica, Instituto de Ecología, 58
 Redwood City School District, 16
 Research Triangle Institute, 64
 Resources for the Future, 58

- Rice University, Department of Sociology, 51
- Rio Grande/Río Bravo Basin Coalition, 29
- Roberts Foundation, 64
- Rochester, University of, 13
- Rockefeller Family Fund, 30
- Rockefeller Philanthropic Collaborative, Demos Democracy 21, 64
- Rogue Institute for Ecology and Economy, 26
- Rubicon Programs Incorporated, 34
- Rutgers—State University of New Jersey, Walt Whitman Center for the Culture and Politics of Democracy, 64
- S**
- Saint Louis University, 14
- Saint Olaf College, 13
- Saint Vincent de Paul Society of Santa Clara County, 33
- Salzburg Seminar, 64
- San Diego Foundation, 6
- San Diego State University, 28, 60
- San Francisco Bar Association, Volunteer Legal Services Program, 35
- San Francisco Conservatory of Music, 64
- San Francisco Contemporary Music Players, 40
- San Francisco Foundation Community Initiative Funds, 17, 37, 40
- San Francisco Foundation, 24, 37
- San Francisco Jewish Film Festival, 43
- San Francisco Mime Troupe, 41
- San Francisco Performances, 44
- San Francisco School of Circus Arts, 43
- San Francisco Study Center, 44
- San Francisco Symphony, 40
- San Jose Children's Musical Theater, 42
- San Jose Mercury News Wish Book Fund, 37
- San Jose Multicultural Artists Guild, 42
- San Jose Repertory Theatre, 41
- San Miguel Casa, 50
- Santa Clara University, 15, 17
- Santa Cruz County Office of Education, Professional Development Consortium Central Coast, 17
- Santa Cruz County Symphony Association, 40
- Scenarios USA, 48
- Search for Common Ground, 8
- Second Start, 33
- Self-Reliance Foundation, 49
- SEW Productions/Lorraine Hansberry Theatre, 41
- Sexuality Information and Education Council of the United States, 49
- Shadowlight Productions, 41
- Sierra Business Council, 64
- Sierra Club Foundation, 49
- Simmons College, Graduate School of Management, 64
- Smart Growth British Columbia, 24
- Smuin Ballets/SE 43
- Social Science Research Council, 56
- Society of Environmental Journalists, 29
- Society of Professionals in Dispute Resolution, 5
- Sonoran Institute, 28
- Southern California, University of, Center for Higher Education Policy Analysis, 15
- Southern Illinois University of Carbondale, 14
- South Florida, University of, Louis de la Parte Florida Mental Health Institute, 6
- Stanford University, 15, 64; Center for Comparative Studies in Race and Ethnicity, 13; Center for Research on the Context of Teaching, 18, 37; Department of Physics, 15; Department of Political Science, 15; Institute for International Studies, 64; Law School, 6, 64; President's Office, 65; School of Education, 17
- State University of New York at Buffalo, College of Arts and Science, 14
- Stern Grove Festival Association, 44
- Surface Transportation Policy Project, 24
- T**
- Tamalpais Union High School District, 17
- Tanana Chiefs Conference, 9, 26
- Teachers College, Columbia University, 13
- Teach for America, 17
- Texas, University of, Austin, 51; College of Natural Sciences, 14
- Texas Center for Policy Studies, 58
- The Art.Re.Grüp, the Lab, 41
- Theater Artaud, 44
- Theatre Bay Area, 41
- Thick Description, 41
- Tides Center, 9, 26, 28, 49
- Tides Foundation, 26
- Trout Unlimited, 29
- Trust for Public Land, 26; Western Region, 30
- Tufts University, Fletcher School of Law and Diplomacy, 8
- Tulane University, School of Public Health and Tropical Medicine, 51
- Twenty-first Century Initiative, 65
- UV**
- United Nations Foundation, 49
- United Way of the Bay Area, 33
- Universidad de Guadalajara, Instituto de Estudios Económicos y Regionales, 58
- Universidad Diego Portales, Escuela de Derecho, 9, 60
- Universidade Federal de Minas Gerais, Centro de Desenvolvimento e Planejamento Regional, 51
- Universidad Torcuato di Tella, 58
- Urban Ecology, 24, 37

Urban Institute, 34, 44
Väestöliitto, the Family Federation
of Finland, 49
Vera Institute of Justice, 65
Vermont Law School, 6
Virginia, University of, Institute for
Environmental Negotiations, 9,
26
Volunteer Center of San Mateo
County, 34

W

Wallace Alexander Gerbode
Foundation, 43
West Africa Network for
Peacebuilding, 8
WestEd, 17
What Kids Can Do, 18
Whitworth College, Cultures and
Community Project, 13
Willows Theatre Company, 41
Wisconsin, University of, Madison,
Center for Demography and
Ecology, 51
Woodrow Wilson International
Center for Scholars, 56
Woods Hole Research Center, 28
Working Partnerships USA, 34
Worldwatch Institute, 28, 49
Wyoming, University of, 27
Wyoming Wildlife Federation, 27

YZ

Yale University, Provost's Office, 65
YMCA of the East Bay,
Metropolitan Office, 34
Zaccho SF, 43
Zuni: A Shiwi Publishing, 27, 44