

*The William
& Flora
Hewlett
Foundation*

1991

A N N U A L R E P O R T

*The William
& Flora
Hewlett
Foundation*

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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 late 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, religious, scientific, literary, or educational nature, as well as organizations or institutions engaged in such activities.

The Foundation concentrates its resources on activities in the performing arts; education, particularly at the university and college level; population issues; environmental issues; conflict resolution; and children, youth, and families. Some subareas of interest to the Foundation are listed in the program descriptions that follow. Special projects outside 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 proportion 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.

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President's Statement

Each day this Foundation, as is undoubtedly true of many others, is made aware of the presence, the persistence, and the severity of the problems confronting our nation. Every one of the Foundation's programs is involved in one or more of the serious social issues of our time.

Proposal pressure has been greater in 1991 than in any previous year, in urgency if not in actual numbers of requests. Not-for-profit organizations in the arts, social services, and community development are having increasing difficulty in maintaining themselves; they find their workload has increased while their resources have declined.

The purpose of this recital is not to elicit sympathy for foundation personnel. Indeed, it continues to be a source of gratification that well-aimed grants can be enormously helpful. We are reminded daily that although private sources cannot meet all of our society's needs, they are essential.

Our daily experience has made us particularly aware of two serious consequences of this nation's long list of formidable problems, and it is these we want to mention here.

We are concerned about the social stability of the nation and the threats to it that we see increasing steadily—the deprivations, the despair, the hardships, the discrepancies between the advantaged and the disadvantaged, the increase in tensions between and among ethnic groups, increased violence and the anxiety generated by it—all threaten our social equilibrium in ways that seem more serious to us than at any time in the last several decades. The disposition to use hostile and destructive acts as a way of responding to hardships is strengthened by increasing frustration with the failure of governmental structures to solve the problems.

The second observation concerns the morale of the “caregivers,” men and women who have elected to devote their lives to providing the services the good society intends for its citizens. This group includes the teachers, the social workers, law enforcement personnel, health care providers, and employees of many not-for-profit as well as governmental social service agencies. These people have made commitments to use their talents and energies to

serve the common good. It is they who have had their loads increased and their resources diminished. Their morale, as a consequence, has been seriously eroded. Many are leaving their professions; others struggle on but with diminished energy and effectiveness. Still others have a sense of having been misled; their work is alleged to be important, but the support the work requires is being withheld. Not only do they feel undersupported and unappreciated, but they are also aware that they are often perceived to be responsible for the problems with which they deal.

The problems of our society have increased the number of our citizens who suffer pain and need help. These consequences, however, are visible and are properly the subject of attention, even if only partial. The threat these problems represent to the stability of the society and to the morale of our social servants is less obvious but equally deserving of attention.

This Foundation, in one of its earliest statements, expressed a commitment to use its resources to make the society effective, one whose institutions work. This basic posture has led us to initiate programs that are attuned to the basic issues confronting the society. It is this fit between program objectives and today's list of problems that made inevitable the pressure referred to at the outset. I have suggested here that the resulting stress has made us alert to the need to seize opportunities to ease the tensions that threaten our social equilibrium. It has lead us also to make ourselves available to efforts that show promise of improving the morale and effectiveness of those whose career choice it has been to serve as deliverers of the services our society so sorely needs.

ROGER W. HEYNS

Programs

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

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

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

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

The new children, youth, and families program consolidates Foundation grantmaking that was previously dispersed throughout the education, population, and regional grants programs. It was created to build upon and improve past Foundation efforts through more comprehensive and strategic grantmaking.

The program will focus primarily on the San Francisco Bay Area and California, with a few grants made to national organizations whose work is of potential benefit to the Foundation's California grantees. Grants for direct services will be largely directed toward Bay Area organizations. In the area of indirect services, such as coordination, technical assistance, research, policy development, and coalition-building, the Foundation will support organizations throughout the state, provided their local efforts have a broader potential impact through program replication or policy development.

The Foundation will concentrate funding in five areas: family support, teenage pregnancy prevention, the transition from school to work or further schooling, school-community links, and policy analysis.

In the area of family support, the program will seek opportunities to fund programs that address the needs of families within a community development context. Grantmaking will aim to increase families' economic stability and cohesion, their ability to participate in the broader community, and parents' ability to nurture the healthy development of their children.

When funding programs to prevent teenage pregnancy, the Foundation will place greater emphasis than it has in the past on programs that address family and community factors affecting adolescent behavior, as well as teens' sexual behavior and use of contraceptives. Policy-relevant demonstration projects with a strong evaluation component will continue to be of particular interest.

Support in the area of school-to-work or school-to-school transition will focus on comprehensive programs that help at-risk youngsters to stay in school or that help those who do leave

Program Description

school to continue their social, academic, and vocational development. In addition to direct services, the Foundation is particularly interested in demonstration projects, independent evaluations, technical assistance for program development or replication, and policy analysis.

Grantmaking to improve school-community links will have two components. The first will encourage the initiation or improvement of collaborations between schools and community agencies. Educators increasingly believe that community social and health agencies, as well as parents, need to be effectively linked with schools if at-risk youth are to achieve their maximum academic potential. Substantial work remains to be done to sustain, expand, and refine these links.

The second component will support the involvement of school-age youth in community projects through volunteer service programs. It is widely recognized that youth community service is a valuable component of citizenship education, but the potential for integrating service experiences into the regular academic curriculum is still largely untapped.

The adequacy of public policies related to children, youth, and families, particularly the disadvantaged, is a subject of renewed and growing interest. The Foundation will continue to support national, state, and local policy organizations, with a particular interest in policy research and the dissemination of information to policymakers and the general public.

NOTE: Grants made in 1992 in this program will appear in next year's Annual Report.

Conflict Resolution

Since 1978 the Foundation has been interested in encouraging improvements in the ways our society resolves disputes. Its initial grants dealt primarily with environmental conflicts. In 1984 the Foundation established the conflict resolution program to support work across disciplines and in a wide variety of settings.

The Foundation emphasizes general support grants, intending to devote resources to the development of the field as a whole. It does not provide funding for specific research projects, nor is support generally provided for start-up efforts. Grants are made in three categories.

The first includes support for theory development. The Foundation is particularly interested in university-based centers that demonstrate both a strong academic commitment to systematic, interdisciplinary research on conflict resolution and also an ability to contribute to improvement in dispute resolution practice.

The second category consists of grants to mediation and other practitioner organizations. The Foundation is primarily interested in opportunities to help effective and stable groups increase their capacity for growth and outreach. Grants support the development of new approaches or new applications, the achievement of greater sophistication or organizational maturity, the evaluation of program effectiveness, and numerous other efforts to enhance the overall impact of practitioner organizations on the field and on the larger communities in which they work.

In the third category, the Foundation provides support to organizations that train or educate potential users about conflict resolution techniques or otherwise promote the field as a whole.

Program Description

Conflict Resolution: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
<i>Theory Development</i>				
UNIVERSITY OF COLORADO, BOULDER Boulder, Colorado <i>For general support of the Conflict Resolution Consortium (Awarded in 1990 for \$225,000)</i>		\$100,000	\$100,000	
GEORGE MASON UNIVERSITY Fairfax, Virginia <i>For general support of the Institute for Conflict Analysis and Resolution (Awarded in 1990 for \$270,000)</i>		180,000	90,000	90,000
GEORGIA INSTITUTE OF TECHNOLOGY Atlanta, Georgia <i>For general support of the Consortium on Multi-Party Conflict (Awarded in 1990 for \$160,000)</i>		70,000	70,000	
■ UNIVERSITY OF HAWAII Honolulu, Hawaii <i>For general support of the Program on Conflict Resolution</i>	200,000			200,000
■ UNIVERSITY OF MICHIGAN Ann Arbor, Michigan <i>For general support of the Program on Conflict Management Alternatives</i>	200,000			200,000
■ UNIVERSITY OF MINNESOTA Minneapolis, Minnesota <i>For general support of the Conflict and Change Center</i>	200,000			200,000
NORTHWESTERN UNIVERSITY Evanston, Illinois <i>For general support of the Dispute Resolution Research Center (Awarded in 1989 for \$400,000)</i>		125,000	125,000	
PENNSYLVANIA STATE UNIVERSITY University Park, Pennsylvania <i>For general support of the Center for Research in Conflict and Negotiation (Awarded in 1990 for \$270,000)</i>		180,000	90,000	90,000
RAND CORPORATION Santa Monica, California <i>For general support of the Institute for Civil Justice (Awarded in 1989 for \$250,000)</i>		80,000	80,000	

■ Grants newly authorized in 1991 are highlighted by square boxes.

Conflict Resolution: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
RUTGERS—STATE UNIVERSITY OF NEW JERSEY Newark, New Jersey <i>For general support of the Center for Negotiation and Conflict Resolution (Awarded in 1989 for \$300,000)</i>		100,000	100,000	
STANFORD UNIVERSITY Stanford, California <i>For general support of the Stanford Center on Conflict and Negotiation (Awarded in 1989 for \$420,000)</i>		130,000	130,000	
SYRACUSE UNIVERSITY Syracuse, New York <i>For general support of the Program on the Analysis and Resolution of Conflicts (Awarded in 1990 for \$300,000)</i>		200,000	100,000	100,000
■ WAYNE STATE UNIVERSITY Detroit, Michigan <i>For general support of the Program on Mediating Theory and Democratic Systems</i>	160,000		90,000	70,000
UNIVERSITY OF WISCONSIN Madison, Wisconsin <i>For general support of the Disputes Processing Research Program (Awarded in 1990 for \$240,000)</i>		140,000		140,000
Practitioner Organizations				
ALBAN INSTITUTE Washington, D.C. <i>For general support of conflict management activities (Awarded in 1990 for \$120,000)</i>		70,000		70,000
■ CALIFORNIA COMMUNITY DISPUTE SERVICES San Francisco, California <i>For general support</i>	150,000		80,000	70,000
■ CALIFORNIA INDIAN LEGAL SERVICES Berkeley, California <i>For general support of the Indian Dispute Resolution Project</i>	40,000		40,000	
CENTER FOR DISPUTE SETTLEMENT Washington, D.C. <i>For general support (Awarded in 1989 for \$180,000)</i>		60,000		60,000

Conflict Resolution: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
CENTER FOR MEDIATION OF DISPUTES Cincinnati, Ohio <i>For general support</i> <i>(Awarded in 1990 for \$75,000)</i>		40,000	20,000	20,000
■ CHILD FIND OF AMERICA New York, New York <i>For general support of the</i> <i>mediation program</i>	40,000		40,000	
COUNCIL OF BETTER BUSINESS BUREAUS Arlington, Virginia <i>For general support of alternative</i> <i>dispute resolution activities</i> <i>(Awarded in 1990 for \$150,000)</i>		50,000	50,000	
■ INTERNATIONAL PEACE ACADEMY New York, New York <i>For general support</i>	250,000		120,000	130,000
JUSTICE CENTER OF ATLANTA Atlanta, Georgia <i>For general support</i> <i>(Awarded in 1989 for \$180,000)</i>		30,000	30,000	
MEDIATION CENTER FOR DISPUTE RESOLUTION Saint Paul, Minnesota <i>For general support</i> <i>(Awarded in 1990 for \$120,000)</i>		70,000	40,000	30,000
MINNESOTA CITIZENS COUNCIL ON CRIME AND JUSTICE Minneapolis, Minnesota <i>For general support of the Center for</i> <i>Victim-Offender Mediation</i> <i>(Awarded in 1989 for \$150,000)</i>		50,000	50,000	
NEW MEXICO CENTER FOR DISPUTE RESOLUTION Santa Fe, New Mexico <i>For general support</i> <i>(Awarded in 1990 for \$90,000)</i>		50,000	30,000	20,000
NORTHERN CALIFORNIA MEDIATION CENTER Corte Madera, California <i>For general support</i> <i>(Awarded in 1990 for \$80,000)</i>		40,000		40,000
PENINSULA CONFLICT RESOLUTION CENTER San Mateo, California <i>For general support</i> <i>(Awarded in 1989 for \$120,000)</i>		30,000	30,000	

Conflict Resolution: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
■ PENNSYLVANIA ENVIRONMENTAL COUNCIL Philadelphia, Pennsylvania <i>For general support of Penn ACCORD, Center for Environmental Dispute Resolution</i>	100,000		60,000	40,000
VOLUNTEERS OF AMERICA Everett, Washington <i>For general support of the Dispute Resolution Center of Snohomish County (Awarded in 1989 for \$75,000)</i>		25,000	25,000	
■ WASHINGTON HEIGHTS-INWOOD COALITION New York, New York <i>For general support of the mediation program</i>	120,000		40,000	80,000
WESTERN NETWORK Santa Fe, New Mexico <i>For general support (Awarded in 1989 for \$100,000)</i>		20,000	20,000	
<i>Promotion of the Field</i>				
■ ACADEMY OF FAMILY MEDIATORS Eugene, Oregon <i>For general support</i>	120,000		60,000	60,000
■ ADMINISTRATIVE CONFERENCE OF THE UNITED STATES Washington, D.C. <i>For general support of alternative dispute resolution activities</i>	150,000		80,000	70,000
■ AMERICAN BAR ASSOCIATION FUND FOR JUSTICE AND EDUCATION Washington, D.C. <i>For general support of the Standing Committee on Dispute Resolution</i>	200,000		80,000	120,000
■ CALIFORNIA FOUNDATION FOR THE IMPROVEMENT OF EMPLOYER-EMPLOYEE RELATIONS Sacramento, California <i>For general support of the Public Employment Relations Board</i>	100,000		100,000	
■ CENTER FOR PUBLIC RESOURCES, INC. New York, New York <i>For general support of the Legal Program</i>	300,000		150,000	150,000

Conflict Resolution: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
■ UNIVERSITY OF MASSACHUSETTS Amherst, Massachusetts <i>For general support of the National Association for Mediation in Education</i>	160,000		54,000	106,000
NATIONAL CONFERENCE OF PEACEMAKING AND CONFLICT RESOLUTION Fairfax, Virginia <i>For general support (Awarded in 1990 for \$70,000)</i>		20,000	20,000	
■ NATIONAL INSTITUTE FOR DISPUTE RESOLUTION Washington, D.C. <i>For general support</i>	400,000		400,000	
■ THE NETWORK: INTERACTION FOR CONFLICT RESOLUTION Kitchener, Ontario, Canada <i>For general support</i>	120,000		40,000	80,000
SOCIETY OF PROFESSIONALS IN DISPUTE RESOLUTION (SPIDR) Washington, D.C. <i>For general support (Awarded in 1990 for \$140,000)</i>		60,000	60,000	
TOTAL CONFLICT RESOLUTION	\$3,010,000	\$1,920,000	\$2,694,000	\$2,236,000

Grants in the education program are made to promote the underlying strengths of recipient institutions rather than to meet their short-term, specific needs. Most of the grants are made in the categories described below. For the few made outside these categories, preference is generally given to umbrella organizations or to activities that serve a number of institutions.

The Foundation makes grants to strengthen networks of major research libraries, reflecting the conviction that only through collaboration can libraries maintain cost-effective, high-quality services. The Foundation does not help meet the needs of individual libraries or disciplines.

Like research libraries, university presses play a crucial role in the dissemination of new knowledge. The Foundation seeks proposals that promise benefits to presses generally. The Foundation also supports international and area studies at major research universities and at selective private liberal arts colleges. Participation in these programs is by invitation.

The Foundation makes grants to strengthen comprehensive teaching and research programs of academic institutions in the United States and Mexico that focus on relations between these countries. Of particular interest are broad-based centers of research that will improve communication between consumers and providers of policy research, cooperate with other research programs, and address regional and local concerns.

Maintaining funds for institutional renewal is difficult in times of budget stringency. The Foundation has made challenge grants to establish presidential discretionary fund endowments for faculty and curriculum development and for other activities at selective private liberal arts colleges. A second round of supplementary grants to those institutions is underway. The Foundation makes similar grants to research universities with strong commitments to improving undergraduate education. Participation in both programs is by invitation.

Program Description

Education: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
<i>Research Libraries</i>				
■ COMMISSION ON PRESERVATION AND ACCESS Washington, D.C. <i>For general support</i>	\$450,000		\$150,000	\$300,000
■ COUNCIL ON LIBRARY RESOURCES Washington, D.C. <i>For general support</i>	300,000		100,000	200,000
■ RESEARCH LIBRARIES GROUP, INC. Mountain View, California <i>For general support of research and development for Research Libraries Information Network</i>	750,000		250,000	500,000
<i>Independent Research Libraries</i>				
■ LIBRARY COMPANY OF PHILADELPHIA Philadelphia, Pennsylvania <i>For general support</i>	20,000		20,000	
■ NEW YORK PUBLIC LIBRARY New York, New York <i>For general support of the Library for the Performing Arts</i>	50,000		50,000	
<i>University Presses</i>				
ASSOCIATION OF AMERICAN UNIVERSITY PRESSES, INC. New York, New York <i>For general support to establish minority fellowships (Awarded in 1989 for \$75,000)</i>		25,000	25,000	
■ <i>For general support of two technology- related programs</i>	75,000		75,000	

■ Grants newly authorized in 1991 are highlighted by square boxes.

Education: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
<i>Research Libraries</i>				
■ COMMISSION ON PRESERVATION AND ACCESS Washington, D.C. <i>For general support</i>	\$450,000		\$150,000	\$300,000
■ COUNCIL ON LIBRARY RESOURCES Washington, D.C. <i>For general support</i>	300,000		100,000	200,000
■ RESEARCH LIBRARIES GROUP, INC. Mountain View, California <i>For general support of research and development for Research Libraries Information Network</i>	750,000		250,000	500,000
<i>Independent Research Libraries</i>				
■ LIBRARY COMPANY OF PHILADELPHIA Philadelphia, Pennsylvania <i>For general support</i>	20,000		20,000	
■ NEW YORK PUBLIC LIBRARY New York, New York <i>For general support of the Library for the Performing Arts</i>	50,000		50,000	
<i>University Presses</i>				
ASSOCIATION OF AMERICAN UNIVERSITY PRESSES, INC. New York, New York <i>For general support to establish minority fellowships (Awarded in 1989 for \$75,000)</i>		25,000	25,000	
■ <i>For general support of two technology- related programs</i>	75,000		75,000	

■ Grants newly authorized in 1991 are highlighted by square boxes.

Education: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
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Research Universities: International and Area Studies Program

*Challenge grants to endow discretionary funds
for area and other international studies
(matching grants)*

UNIVERSITY OF CALIFORNIA, SAN DIEGO, GRADUATE SCHOOL OF INTERNATIONAL RELATIONS/ PACIFIC STUDIES

La Jolla, California

(Awarded in 1989 for \$200,000)

130,000

70,000

60,000

DUKE UNIVERSITY, CENTER FOR INTERNATIONAL STUDIES

Durham, North Carolina

(Awarded in 1989 for \$200,000)

200,000

200,000

MONTEREY INSTITUTE OF INTERNATIONAL STUDIES

Monterey, California

(Awarded in 1990 for \$300,000)

300,000

300,000

ROYAL INSTITUTE OF INTERNATIONAL AFFAIRS

London, United Kingdom

(Awarded in 1990 for \$300,000)

188,000

76,000

112,000

UNIVERSITY OF SOUTHERN CALIFORNIA, SCHOOL OF INTERNATIONAL RELATIONS

Los Angeles, California

(Awarded in 1989 for \$200,000)

200,000

70,000

130,000

STANFORD UNIVERSITY, INSTITUTE OF INTERNATIONAL STUDIES

Stanford, California

(Awarded in 1986 for \$500,000)

500,000

500,000

*Challenge grants to increase discretionary
fund endowments for area and
international studies
(matching grants)*

COLUMBIA UNIVERSITY, SCHOOL OF INTERNATIONAL AND PUBLIC AFFAIRS

New York, New York

(Awarded in 1988 for \$300,000)

300,000

300,000

GEORGETOWN UNIVERSITY, SCHOOL OF FOREIGN SERVICE

Washington, D.C.

(Awarded in 1989 for \$300,000)

200,000

100,000

100,000

JOHNS HOPKINS UNIVERSITY, SCHOOL OF ADVANCED INTERNATIONAL STUDIES

Washington, D.C.

(Awarded in 1988 for \$300,000)

167,000

167,000

Education: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
UNIVERSITY OF MICHIGAN, SCHOOL OF GRADUATE STUDIES (RACKHAM GRADUATE SCHOOL) Ann Arbor, Michigan (Awarded in 1988 for \$300,000)		275,000	25,000	250,000
UNIVERSITY OF NOTRE DAME, HELEN KELLOGG INSTITUTE FOR INTERNATIONAL STUDIES South Bend, Indiana (Awarded in 1990 for \$300,000)		300,000		300,000
■ UNIVERSITY OF PENNSYLVANIA, OFFICE OF INTERNATIONAL PROGRAMS Philadelphia, Pennsylvania	300,000			300,000
■ PRINCETON UNIVERSITY Princeton, New Jersey	300,000			300,000
TUFTS UNIVERSITY, FLETCHER SCHOOL OF LAW AND DIPLOMACY Medford, Massachusetts (Awarded in 1989 for \$300,000)		158,000		158,000
UNIVERSITY OF WASHINGTON Seattle, Washington (Awarded in 1988 for \$300,000)		22,000	22,000	
UNIVERSITY OF WISCONSIN, INTERNATIONAL STUDIES AND PROGRAMS Madison, Wisconsin (Awarded in 1988 for \$300,000)		300,000		300,000

U.S./Mexico Studies

■ BAY AREA INSTITUTE, PACIFIC NEWS SERVICE San Francisco, California <i>For general support of the program on U.S.-Mexico relations</i>	225,000		75,000	150,000
UNIVERSITY OF CALIFORNIA, LOS ANGELES Los Angeles, California <i>For the program on U.S.-Mexico relations (Awarded in 1990 for \$525,000)</i>		350,000	175,000	175,000
UNIVERSITY OF CALIFORNIA, SAN DIEGO La Jolla, California <i>For the program on U.S.-Mexico relations (Awarded in 1990 for \$525,000)</i>		350,000	175,000	175,000
■ CENTRO DE TECNOLOGIA ELECTRONICA E INFORMATICA Mexico City, Mexico <i>For the Mexico-U.S. Technology program</i>	120,000		40,000	80,000

Education: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
■ UNIVERSITY OF CHICAGO, CENTER FOR LATIN AMERICAN STUDIES Chicago, Illinois <i>For general support of the Mexican Studies Program</i>	300,000		100,000	200,000
CITY UNIVERSITY OF NEW YORK, BILDNER CENTER FOR WESTERN HEMISPHERE STUDIES New York, New York <i>For the program on U.S.-Mexico relations (Awarded in 1990 for \$200,000)</i>		100,000	100,000	
COLUMBIA UNIVERSITY, INSTITUTE OF LATIN AMERICAN AND IBERIAN STUDIES New York, New York <i>To support programs on U.S.-Mexico relations (Awarded in 1989 for \$300,000)</i>		200,000	100,000	100,000
■ EL COLEGIO DE LA FRONTERA NORTE Chula Vista, California <i>For the program on U.S.-Mexico relations</i>	300,000		100,000	200,000
EL COLEGIO DE MEXICO Mexico City, Mexico <i>For the U.S.-Mexico Program (Awarded in 1989 for \$300,000)</i>		200,000	100,000	100,000
■ INSTITUTE FOR CONTEMPORARY STUDIES, INTERNATIONAL CENTER FOR ECONOMIC GROWTH San Francisco, California <i>To support collaborative studies between the Center and Mexican institutions on the Mexican economy</i>	100,000		50,000	50,000
INSTITUTO TECNOLÓGICO AUTÓNOMO DE MÉXICO Mexico City, Mexico <i>For general support of the Center on United States-Mexico Policy Relations (Awarded in 1990 for \$200,000)</i>		100,000	100,000	
INSTITUTO TECNOLÓGICO Y DE ESTUDIOS SUPERIORES DE MONTERREY Monterrey, Mexico <i>For general support of the United States-Mexico Studies Program (Awarded in 1990 for \$200,000)</i>		100,000	100,000	
JOHNS HOPKINS UNIVERSITY, SCHOOL OF ADVANCED INTERNATIONAL STUDIES Washington, D.C. <i>For general support of the Program on U.S.-Mexico Relations (Awarded in 1989 for \$300,000)</i>		100,000	100,000	

Education: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
UNIVERSITY OF NEW MEXICO, THE SCHOOL OF LAW Albuquerque, New Mexico <i>For the International Transboundary Resources Center (Awarded in 1989 for \$300,000)</i>		100,000	100,000	
■ NORTH AMERICAN INSTITUTE Santa Fe, New Mexico <i>For general support</i>	20,000		20,000	
■ SAN DIEGO STATE UNIVERSITY, INSTITUTE FOR REGIONAL STUDIES San Diego, California <i>For the Program on Public Policy and Border Environmental Issues</i>	100,000		50,000	50,000
■ UNIVERSITY OF SOUTHERN CALIFORNIA, SCHOOL OF INTERNATIONAL RELATIONS Los Angeles, California <i>For the California-Mexico Project</i>	75,000		75,000	
STANFORD UNIVERSITY, INSTITUTE OF INTERNATIONAL STUDIES Stanford, California <i>For general support of the Project on U.S.-Mexico Relations (Awarded in 1988 for \$450,000)</i>		175,000	100,000	75,000
UNIVERSITY OF TEXAS, AUSTIN, L.B.J. SCHOOL OF PUBLIC AFFAIRS Austin, Texas <i>For general support of the Program for U.S.-Mexican Policy Studies (Awarded in 1988 for \$300,000)</i>		100,000	100,000	
■ UNIVERSIDAD AUTONOMA METROPOLITANA Azcapotzalco, Mexico <i>To publish collaborative studies of U.S.-Mexico economic and social interactions</i>	25,000		25,000	
■ UNIVERSIDAD DE GUADALAJARA, INSTITUTO DE ESTUDIOS ECONOMICOS Y REGIONALES Guadalajara, Mexico <i>For the program on U.S.-Mexico relations</i>	200,000		100,000	100,000
■ UNIVERSIDAD DE LAS AMERICAS Puebla, Mexico <i>For the program on U.S.-Mexico studies</i>	300,000		100,000	200,000
■ UNIVERSIDAD NACIONAL AUTONOMA DE MEXICO Mexico City, Mexico <i>For the Center for United States-Mexico Studies</i>	25,000		25,000	

Education: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
<i>Liberal Arts Colleges: Self-Renewal Program</i>				
<i>To help endow presidential discretionary funds at liberal arts colleges (matching grants)</i>				
ALLEGHENY COLLEGE Meadville, Pennsylvania (Awarded in 1990 for \$250,000)		250,000	73,000	177,000
■ BATES COLLEGE Lewiston, Maine	250,000			250,000
■ BENNINGTON COLLEGE Bennington, Vermont	250,000		101,000	149,000
■ BOWDOIN COLLEGE Brunswick, Maine	250,000			250,000
BUCKNELL UNIVERSITY Lewisburg, Pennsylvania (Awarded in 1990 for \$250,000)		250,000		250,000
CALVIN COLLEGE Grand Rapids, Michigan (Awarded in 1988 for \$250,000)		100,000	100,000	
COLGATE UNIVERSITY Hamilton, New York (Awarded in 1987 for \$250,000)		108,000	108,000	
COLLEGE OF WOOSTER Wooster, Ohio (Awarded in 1990 for \$250,000)		200,000	89,000	111,000
COLORADO COLLEGE Colorado Springs, Colorado (Awarded in 1990 for \$250,000)		250,000	88,000	162,000
DAVIDSON COLLEGE Davidson, North Carolina (Awarded in 1988 for \$250,000)		123,000	123,000	
DENISON UNIVERSITY Granville, Ohio (Awarded in 1990 for \$250,000)		250,000	46,000	204,000
DICKINSON COLLEGE Carlisle, Pennsylvania (Awarded in 1990 for \$250,000)		250,000	217,000	33,000
EARLHAM COLLEGE Richmond, Indiana (Awarded in 1988 for \$250,000)		50,000	50,000	
FRANKLIN AND MARSHALL COLLEGE Lancaster, Pennsylvania (Awarded in 1988 for \$250,000)		8,000	8,000	
GOUCHER COLLEGE Towson, Maryland (Awarded in 1988 for \$250,000)		85,000	85,000	

Education: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
■ GUSTAVUS ADOLPHUS COLLEGE Saint Peter, Minnesota	250,000		25,000	225,000
HAMPSHIRE COLLEGE Amherst, Massachusetts (Awarded in 1989 for \$250,000)		222,000	109,000	113,000
HARVEY MUDD COLLEGE Claremont, California (Awarded in 1989 for \$250,000)		67,000		67,000
HAVERFORD COLLEGE Haverford, Pennsylvania (Awarded in 1990 for \$250,000)		250,000		250,000
■ HOBART AND WILLIAM SMITH COLLEGES Geneva, New York	250,000		32,000	218,000
KENYON COLLEGE Gambier, Ohio (Awarded in 1990 for \$250,000)		250,000	67,000	183,000
LAKE FOREST COLLEGE Lake Forest, Illinois (Awarded in 1990 for \$250,000)		250,000		250,000
LEHIGH UNIVERSITY Bethlehem, Pennsylvania (Awarded in 1989 for \$250,000)		168,000	81,000	87,000
MACALESTER COLLEGE Saint Paul, Minnesota (Awarded in 1989 for \$250,000)		200,000	104,000	96,000
MOUNT HOLYOKE COLLEGE South Hadley, Massachusetts (Awarded in 1989 for \$250,000)		250,000	35,000	215,000
■ OHIO WESLEYAN UNIVERSITY Delaware, Ohio	250,000			250,000
PITZER COLLEGE Claremont, California (Awarded in 1985 for \$100,000)	(30,000)*	30,000		
POMONA COLLEGE Claremont, California (Awarded in 1989 for \$250,000)		170,000	170,000	
UNIVERSITY OF REDLANDS Redlands, California (Awarded in 1986 for \$200,000)		26,000	26,000	
REED COLLEGE Portland, Oregon (Awarded in 1989 for \$250,000)		250,000	88,000	162,000

* Grant cancelled.

Education: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
ST. OLAF COLLEGE Northfield, Minnesota (Awarded in 1990 for \$250,000)		225,000	41,000	184,000
■ SARAH LAWRENCE COLLEGE Bronxville, New York	250,000			250,000
SKIDMORE COLLEGE Saratoga Springs, New York (Awarded in 1989 for \$250,000)		215,000	36,000	179,000
■ WASHINGTON AND JEFFERSON COLLEGE Washington, Pennsylvania	250,000			250,000
WELLESLEY COLLEGE Wellesley, Massachusetts (Awarded in 1988 for \$250,000)		99,000	99,000	
WHEATON COLLEGE Norton, Massachusetts (Awarded in 1989 for \$250,000)		173,000	173,000	
<i>To support multidisciplinary international policy studies</i>				
BRYN MAWR COLLEGE Bryn Mawr, Pennsylvania (Awarded in 1989 for \$75,000)		37,000	37,000	
CARLETON COLLEGE Northfield, Minnesota (Awarded in 1990 for \$75,000)		37,000		37,000
COLBY COLLEGE Waterville, Maine (Awarded in 1990 for \$75,000)		37,000		37,000
COLORADO COLLEGE Colorado Springs, Colorado (Awarded in 1989 for \$75,000)		37,000	37,000	
CONNECTICUT COLLEGE New London, Connecticut (Awarded in 1990 for \$75,000)		37,000		37,000
DARTMOUTH COLLEGE Hanover, New Hampshire (Awarded in 1990 for \$75,000)		37,000	37,000	
DAVIDSON COLLEGE Davidson, North Carolina (Awarded in 1989 for \$75,000)		37,000	37,000	
EARLHAM COLLEGE Richmond, Indiana (Awarded in 1989 for \$75,000)		37,000		37,000

Education: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
FIVE COLLEGES, INC., FIVE COLLEGE PROGRAM Amherst, Massachusetts (Awarded in 1989 for \$90,000)		45,000	45,000	
GRINNELL COLLEGE Grinnell, Iowa (Awarded in 1989 for \$75,000)		37,000		37,000
HAVERFORD COLLEGE Haverford, Pennsylvania (Awarded in 1990 for \$75,000)		37,000		37,000
KALAMAZOO COLLEGE Kalamazoo, Michigan (Awarded in 1990 for \$75,000)		37,000	37,000	
MACALESTER COLLEGE Saint Paul, Minnesota (Awarded in 1990 for \$75,000)		37,000	37,000	
MIDDLEBURY COLLEGE Middlebury, Vermont (Awarded in 1989 for \$75,000)		37,000		37,000
POMONA COLLEGE Claremont, California (Awarded in 1989 for \$75,000)		37,000	37,000	
UNIVERSITY OF PUGET SOUND Tacoma, Washington (Awarded in 1990 for \$75,000)		37,000	37,000	
WELLESLEY COLLEGE Wellesley, Massachusetts (Awarded in 1989 for \$75,000)		37,000	37,000	
WESLEYAN UNIVERSITY Middletown, Connecticut (Awarded in 1990 for \$75,000)		37,000		37,000
WILLIAMS COLLEGE Williamstown, Massachusetts (Awarded in 1990 for \$75,000)		37,000		37,000

Undergraduate Colleges: Self-Renewal Program

To help establish discretionary fund endowments for the improvement of undergraduate education (matching grants)

CASE WESTERN RESERVE UNIVERSITY

Cleveland, Ohio

(Awarded in 1988 for \$300,000)

41,000

41,000

GEORGETOWN UNIVERSITY

Washington, D.C.

(Awarded in 1988 for \$300,000)

266,000

266,000

Education: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
UNIVERSITY OF MICHIGAN Ann Arbor, Michigan (Awarded in 1987 for \$300,000)		249,000	249,000	
■ UNIVERSITY OF PENNSYLVANIA Philadelphia, Pennsylvania	300,000			300,000

Private Black Colleges

BUSH FOUNDATION
Saint Paul, Minnesota

■ <i>For the Program of Faculty Development Grants for private black colleges and universities (Benedict College, Claflin College, Dillard University, Fisk University, Florida Memorial College, Hampton University, LeMoyne-Owen College, Morehouse College, Morris Brown College, Morris College, Rust College, St. Augustine's College, Stillman College, Talladega College, Tougaloo College, Voorhees College, and Xavier University)</i>	474,000		474,000	
■ <i>For the Program of Capital Campaign Challenge Grants for private black colleges and universities (Clark Atlanta University, Dillard University, Lane College, Wilberforce University, and Xavier University)</i>	621,000		621,000	

Minority Achievement

ACHIEVEMENT COUNCIL
Oakland, California

<i>For general support</i> (Awarded in 1990 for \$525,000)		350,000	175,000	175,000
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■ ARIZONA STATE UNIVERSITY, DEPARTMENT OF ANTHROPOLOGY Tempe, Arizona <i>For the American Indian Museum and Culture Program</i>	25,000		25,000	
■ CALIFORNIA TOMORROW San Francisco, California <i>To plan the Education for Diversity Program</i>	50,000		50,000	

**UNIVERSITY OF CALIFORNIA, BERKELEY,
COLLEGE OF ENGINEERING**
Berkeley, California
For general support of the three-campus Center for Underrepresented Engineering Students
(Awarded in 1989 for \$675,000)

150,000 150,000

Education: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
■ UNIVERSITY OF CALIFORNIA, BERKELEY, UNDERGRADUATE AFFAIRS Berkeley, California <i>For the San Francisco-U.C. Berkeley Incentive Awards Program</i>	25,000		25,000	
■ CLAREMONT UNIVERSITY CENTER AND GRADUATE SCHOOL Claremont, California <i>For the Hispanic Teacher Mentoring Project</i>	250,000		90,000	160,000
■ MOUNT ST. MARY'S COLLEGE Los Angeles, California <i>For the Minority Advancement Program</i>	25,000		25,000	
TOMAS RIVERA CENTER Claremont, California <i>For general support (Awarded in 1989 for \$300,000)</i>		100,000	100,000	
■ WOODROW WILSON NATIONAL FELLOWSHIP FOUNDATION Princeton, New Jersey <i>For general support of the Program in Public Policy and International Affairs</i>	150,000		75,000	75,000

International Education

ASPEN INSTITUTE FOR HUMANISTIC STUDIES Washington, D.C. <i>For general support of the Inter-American Dialogue (Awarded in 1989 for \$300,000)</i>		75,000	75,000	
COUNCIL ON FOREIGN RELATIONS New York, New York <i>For the Studies Program for U.S. foreign policy (Awarded in 1990 for \$300,000)</i>		200,000	100,000	100,000
■ CRITICAL LANGUAGES AND AREA STUDIES CONSORTIUM Peacham, Vermont <i>For the 1992 summer program at Davidson College</i>	25,000		25,000	
■ EXECUTIVE COUNCIL ON FOREIGN DIPLOMATS Armonk, New York <i>For efforts to link the diplomatic and business communities for joint studies of current international issues</i>	10,000		10,000	

Education: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
STANFORD UNIVERSITY, INSTITUTE OF INTERNATIONAL STUDIES				
Stanford, California				
<i>For general support of the California International Studies Project (Awarded in 1990 for \$350,000)</i>				
		175,000		175,000
■ WORLD AFFAIRS COUNCIL OF NORTHERN CALIFORNIA				
San Francisco, California				
<i>For general support</i>				
	300,000		100,000	200,000
WORLD FORUM OF SILICON VALLEY				
San Jose, California				
<i>For general support (Awarded in 1990 for \$150,000)</i>				
		100,000	50,000	50,000
<i>Public Education/General</i>				
AMERICAN INSTITUTES FOR RESEARCH				
Palo Alto, California				
<i>For evaluation of the Marva Collins Complex (Awarded in 1987 for \$150,000)</i>				
	(16,000)*	16,000		
■ UNIVERSITY OF CALIFORNIA, BERKELEY, POLICY ANALYSIS FOR CALIFORNIA EDUCATION				
Berkeley, California				
<i>For general support</i>				
	600,000		250,000	350,000
■ RAVENSWOOD CITY SCHOOL DISTRICT				
East Palo Alto, California				
<i>For the library improvement project</i>				
	200,000		100,000	100,000
TRINITY UNIVERSITY				
San Antonio, Texas				
<i>For the Alliance for Better Schools project (Awarded in 1989 for \$225,000)</i>				
		50,000	50,000	

* Grant cancelled.

Education: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
<i>University-School Partnerships</i>				
BROWN UNIVERSITY Providence, Rhode Island <i>To support the University-Providence Public Schools collaborative effort (Awarded in 1989 for \$300,000)</i>		75,000	75,000	
UNIVERSITY OF CALIFORNIA, BERKELEY, GRADUATE SCHOOL OF EDUCATION Berkeley, California <i>For the School-University Partnership for Educational Renewal project (Awarded in 1988 for \$450,000)</i>		100,000	100,000	
MILLS COLLEGE Oakland, California <i>For the Mills College-John Swett Demonstration School Partnership (Awarded in 1990 for \$50,000)</i>		25,000		25,000
STANFORD UNIVERSITY, SCHOOL OF EDUCATION Stanford, California <i>For general support of the Stanford/ Schools Collaborative (Awarded in 1990 for \$300,000)</i>		200,000		200,000
<i>Other</i>				
AMERICAN COUNCIL ON EDUCATION Washington, D.C. <i>For general support (Awarded in 1990 for \$300,000)</i>		200,000		200,000
UNIVERSITY OF CALIFORNIA, SANTA CRUZ Santa Cruz, California <i>For general support of the Career Development Fellowship Program for black South Africans (Awarded in 1988 for \$225,000)</i>		75,000	75,000	
■ CITIES IN SCHOOLS, INC. Alexandria, Virginia <i>For the National Center for Partnership Development program</i>	5,000		5,000	
INDEPENDENT COLLEGES OF NORTHERN CALIFORNIA San Francisco, California <i>For general support (matching grant) (Awarded in 1990 for \$200,000)</i>		100,000	50,000	50,000

Education: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
■ INTERNATIONAL RESEARCH AND EXCHANGES BOARD Princeton, New Jersey <i>To support the academic exchange field office in Bucharest, Romania</i>	25,000		25,000	
MILLS COLLEGE Oakland, California <i>For the Mills Leadership Institute (Awarded in 1990 for \$25,000)</i>		25,000	25,000	
SOUTHERN AFRICAN FREEDOM THROUGH EDUCATION FOUNDATION Berkeley, California <i>For general support (Awarded in 1990 for \$75,000)</i>		50,000	25,000	25,000
■ STANFORD UNIVERSITY, SCHOOL OF EDUCATION Stanford, California <i>For general support of the Stanford Institute for Higher Education Research</i>	50,000		50,000	
TOTAL EDUCATION	\$9,124,000*	\$13,242,000	\$9,818,000	\$12,548,000

*1991 authorizations (\$9,170,000) minus cancellations (\$46,000).

The goals of the environment program are to encourage the development of sound environmental policy at the state, regional, and national levels, and to improve the processes of decisionmaking on environmental issues. The Foundation emphasizes general support grants and does not typically support specific research or demonstration projects.

In the first category, the Foundation supports organizations that produce policy-oriented studies or that disseminate information on a broad range of environmental issues of concern to U.S. policymakers at the state, regional, or national levels. Foundation support is directed to organizations working on issues of domestic importance or problems of international significance if there is a U.S. policy concern.

In the second category, the Foundation makes grants to organizations that study, document, or demonstrate how environmental decisionmaking processes could be improved. The Foundation's interest is primarily focused on convening and facilitating organizations, and other groups that explore collaborative approaches to environmental problems.

In addition, the Foundation has made a limited number of grants to selected university and college environmental studies programs at the graduate and undergraduate levels and to university consortiums focused on specific problem areas. Proposals are solicited by invitation only.

Finally, in rare cases of exceptional circumstances, the Foundation will consider support of efforts on a national scale to acquire or preserve unique, ecologically significant land.

Due to the need to focus limited program resources, the Foundation does not support proposals in the following areas: advocacy; basic research; capital construction; community organizing; conferences, symposia, or workshops; environmental education; litigation; museum facilities, exhibits, or programs; media projects; or public information campaigns. Similarly, the Foundation does not make awards to individuals, organizations outside the United States, or local land trusts.

Program Description

Environment: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
<i>Policy Analysis</i>				
AMERICAN FARMLAND TRUST				
Washington, D.C.				
<i>For general support of environmental policy work (Awarded in 1990 for \$150,000)</i>				
		\$80,000	\$40,000	\$40,000
■ CENTER FOR CLEAN AIR POLICY				
Washington, D.C.				
<i>For general support</i>				
	150,000		70,000	80,000
CENTER FOR SCIENCE INFORMATION				
San Francisco, California				
<i>For general support (Awarded in 1989 for \$120,000)</i>				
		30,000	30,000	
CENTER FOR THE GREAT LAKES				
Chicago, Illinois				
<i>For general support (matching grant) (Awarded in 1987 for \$90,000)</i>				
		20,000	20,000	
ENVIRONMENTAL LAW INSTITUTE				
Washington, D.C.				
<i>For general support (Awarded in 1989 for \$300,000)</i>				
		80,000	80,000	
INFORM				
New York, New York				
<i>For general support (Awarded in 1990 for \$180,000)</i>				
		120,000	60,000	60,000
NATIONAL CENTER FOR POLICY ALTERNATIVES				
Washington, D.C.				
<i>For general support of environmental activities (Awarded in 1989 for \$120,000)</i>				
		40,000	40,000	
NATIONAL CONFERENCE OF STATE LEGISLATURES				
Denver, Colorado				
<i>To support work in the areas of energy and natural resources (Awarded in 1989 for \$150,000)</i>				
		40,000	40,000	
■ RENEW AMERICA				
Washington, D.C.				
<i>For general support</i>				
	120,000		60,000	60,000

■ Grants newly authorized in 1991 are highlighted by square boxes.

Environment: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
RESOURCES FOR THE FUTURE Washington, D.C. <i>For general support</i> <i>(Awarded in 1990 for \$150,000)</i>		50,000	50,000	
ROCKY MOUNTAIN INSTITUTE Old Snowmass, Colorado <i>For general support</i> <i>(Awarded in 1990 for \$200,000)</i>		110,000	60,000	50,000
WESTERN GOVERNORS' ASSOCIATION Denver, Colorado <i>For general support of work in the areas of natural resources and the environment</i> <i>(Awarded in 1989 for \$240,000)</i>		80,000	80,000	
WOODS HOLE RESEARCH CENTER Woods Hole, Massachusetts <i>For general support</i> <i>(Awarded in 1990 for \$150,000)</i>		100,000	50,000	50,000
WORLDWATCH INSTITUTE Washington, D.C. <i>For general support</i> <i>(Awarded in 1989 for \$250,000)</i>		50,000	50,000	
<i>Decisionmaking Processes</i>				
AMERICANS FOR INDIAN OPPORTUNITY Washington, D.C. <i>For general support of the governance program</i> <i>(Awarded in 1990 for \$50,000)</i>		25,000	25,000	
CALIFORNIA ENVIRONMENTAL TRUST San Francisco, California <i>For general support</i> <i>(Awarded in 1989 for \$250,000)</i>		80,000	80,000	
■ CALIFORNIA STATE UNIVERSITY, SACRAMENTO, CENTER FOR CALIFORNIA STUDIES Sacramento, California <i>For general support of the Growth Management Consensus Project</i>	80,000		80,000	
CENTER FOR POLICY NEGOTIATION, COMMON GROUND Boston, Massachusetts <i>For general support</i> <i>(Awarded in 1990 for \$120,000)</i>		40,000	40,000	
■ CLEAN SITES, INC. Alexandria, Virginia <i>For general support</i>	225,000		125,000	100,000

Environment: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
■ COMMUNITY ENVIRONMENT COUNCIL Santa Barbara, California <i>For general support of activities to improve environmental decisionmaking processes</i>	90,000		40,000	50,000
■ ENVIRONMENTAL DEFENSE FUND New York, New York <i>For general support of the Alternative Decisionmaking Program</i>	225,000		75,000	150,000
■ GREENBELT ALLIANCE San Francisco, California <i>For general support of activities to improve regional environmental decisionmaking processes</i>	100,000		50,000	50,000
NATIONAL INSTITUTE FOR CHEMICAL STUDIES Charleston, West Virginia <i>For general support (Awarded in 1990 for \$200,000)</i>		120,000	70,000	50,000
■ NATURAL RESOURCES DEFENSE COUNCIL New York, New York <i>For general support of negotiation and alternative dispute resolution activities</i>	150,000		75,000	75,000
NORTHERN LIGHTS RESEARCH AND EDUCATION INSTITUTE Missoula, Montana <i>For general support (Awarded in 1990 for \$120,000)</i>		60,000	40,000	20,000
NORTHWEST RENEWABLE RESOURCES CENTER Seattle, Washington <i>For general support (matching grant) (Awarded in 1989 for \$160,000)</i>		60,000	40,000	20,000
■ ONE THOUSAND FRIENDS OF OREGON Portland, Oregon <i>For general support</i>	250,000		100,000	150,000
■ UNIVERSITY OF PENNSYLVANIA, WHARTON SCHOOL Philadelphia, Pennsylvania <i>For general support of the Risk and Decision Processes Center</i>	150,000		60,000	90,000
■ PROJECT 2000, COALITION FOR UTAH'S FUTURE Salt Lake City, Utah <i>For general support of activities to improve environmental decisionmaking processes</i>	150,000		90,000	60,000

Environment: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
SAN FRANCISCO BAY-DELTA AQUATIC HABITAT INSTITUTE Richmond, California <i>For general support (Awarded in 1990 for \$200,000)</i>		120,000	60,000	60,000
WATER EDUCATION FOUNDATION Sacramento, California <i>To support policy- and consensus- building activities (Awarded in 1989 for \$70,000)</i>		35,000	35,000	
Environmental Education				
UNIVERSITY OF CALIFORNIA, BERKELEY Berkeley, California <i>For general support of the Energy and Resources Group and to help endow a discretionary trust fund (matching grant) (Awarded in 1990 for \$100,000)</i>		50,000		50,000
■ UNIVERSITY OF CALIFORNIA, DAVIS Davis, California <i>To help endow a discretionary trust fund for the Public Service Research and Dissemination Program (matching grant)</i>	250,000			250,000
■ CALIFORNIA INSTITUTE OF TECHNOLOGY Pasadena, California <i>To help endow a discretionary trust fund for the Environmental Quality Laboratory (matching grant)</i>	250,000		250,000	
■ DUKE UNIVERSITY Durham, North Carolina <i>For general support of the School of Forestry and Environmental Studies</i>	150,000		75,000	75,000
UNIVERSITY OF MICHIGAN Ann Arbor, Michigan <i>To help endow a discretionary trust fund for the School of Natural Resources (matching grant) (Awarded in 1990 for \$250,000)</i>		250,000	100,000	150,000
ORGANIZATION FOR TROPICAL STUDIES Durham, North Carolina <i>For the Decisionmakers Program (Awarded in 1990 for \$240,000)</i>		160,000		160,000

Environment: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
■ PRINCETON UNIVERSITY Princeton, New Jersey <i>To help endow a discretionary trust fund for the Center for Energy and Environmental Studies (matching grant)</i>	250,000			250,000
UNIVERSITY OF WASHINGTON Seattle, Washington <i>To help endow a discretionary trust fund for the Institute for Marine Studies and the Institute for Environmental Studies (matching grant) (Awarded in 1990 for \$250,000)</i>		250,000		250,000
■ YALE UNIVERSITY New Haven, Connecticut <i>For general support of the School of Forestry and Environmental Studies</i>	150,000		75,000	75,000
<i>Land Acquisition and Preservation</i>				
AMERICAN RIVERS Washington, D.C. <i>For activities designed to protect ecologically significant rivers (Awarded in 1990 for \$100,000)</i>		60,000	30,000	30,000
LAND TRUST ALLIANCE Washington, D.C. <i>For general support (Awarded in 1990 for \$150,000)</i>		90,000	50,000	40,000
■ NATIONAL FISH AND WILDLIFE FOUNDATION Washington, D.C. <i>For general support</i>	100,000		40,000	60,000
■ NATIONAL PARK TRUST Washington, D.C. <i>For general support</i>	50,000		50,000	
OREGON RIVERS COUNCIL Eugene, Oregon <i>For activities designed to protect ecologically significant rivers (Awarded in 1990 for \$90,000)</i>		60,000	30,000	30,000
STANFORD UNIVERSITY Stanford, California <i>For general support of the Center for Conservation Biology (Awarded in 1989 for \$300,000)</i>		100,000	100,000	

Environment: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
<i>Other</i>				
CALIFORNIA ACADEMY OF SCIENCES				
San Francisco, California				
<i>For general support of the research division (Awarded in 1987 for \$500,000)</i>				
		100,000	100,000	
UNIVERSITY OF CALIFORNIA, BERKELEY, INSTITUTE OF GOVERNMENTAL STUDIES				
Berkeley, California				
<i>To support documentation and analysis of the work and decisionmaking procedures of the Bay Vision 2020 Commission (Awarded in 1990 for \$5,000)</i>				
		5,000	5,000	
■ PENINSULA OPEN SPACE TRUST				
Menlo Park, California				
<i>To support the purchase of the Phleger estate for open space preservation</i>				
	100,000		100,000	
■ TUFTS UNIVERSITY				
Medford, Massachusetts				
<i>For the Program for the Study of Sustainable Change and Development</i>				
	35,000			35,000
TOTAL ENVIRONMENT	\$3,025,000	\$2,465,000	\$2,820,000	\$2,670,000

Performing Arts

The Hewlett Foundation's performing arts program makes grants to classical music ensembles, professional theatre and opera companies, and ballet and modern dance organizations for artistic, managerial, and institutional development. The Foundation supports presenting organizations, arts councils that serve Bay Area communities, and service organizations that assist arts organizations in all disciplines. It also makes grants to groups providing a variety of services to Bay Area nonprofit film and video organizations.

Artist training programs and efforts to increase career opportunities for artists continue to be of interest to the Foundation. It will also consider proposals designed to increase the effectiveness of the field as a whole.

In keeping with the need for long-term, flexible support, the Foundation will recommend, whenever appropriate, that there be a matching requirement. The Foundation often recommends that a portion of the matching funds be applied to endowments or cash reserves rather than to current operating expenses to help ensure the long-term financial stability of its grantees.

The Foundation gives preference to independent nonprofit Bay Area organizations with an established record of artistic and administrative achievement, audience support and general audience appeal, and a realistic plan for artistic and organizational development.

The Foundation groups performing arts recommendations by discipline for presentation to its Board of Directors. This allows the Foundation to become familiar with the characteristics and needs in each field. It also assists in planning and in the consis-

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tent application of criteria. While the Foundation does not expect to be able to adhere rigidly to the following schedule, it will make every effort to do so.

	<u>Application Submitted by:</u>	<u>Application Reviewed in:</u>
Music	January 1	April
Theatre	April 1	July
Dance	July 1	October
Film/Video Service Organizations	July 1	October

Presenting organizations, arts councils, and multidisciplinary service organizations should contact the Foundation to determine the appropriate deadline.

The Foundation regrets that it cannot consider requests in the following areas: the visual or literary arts; radio, television documentaries or other films and videos; the humanities; elementary and secondary school programs; college or university proposals; community art classes; folk arts, including crafts and popular music; recreational, therapeutic, and social service arts programs; and individuals. The Hewlett Foundation does not support one-time events, such as seminars, conferences, festivals, or cultural foreign exchange programs, and does not provide assistance with touring costs for performing companies.

Performing Arts: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
<i>Music</i>				
■ AMERICAN BACH SOLOISTS Belvedere, California <i>For general support</i>	\$10,000		\$10,000	
■ AMERICAN COMPOSERS ORCHESTRA New York, New York <i>For the Radio Series Project</i>	25,000		25,000	
■ AMERICAN SYMPHONY ORCHESTRA LEAGUE Washington, D.C. <i>For general support of the National Orchestra Information Center</i>	15,000		15,000	
BAY AREA WOMEN'S PHILHARMONIC San Francisco, California <i>For general support (Awarded in 1989 for \$90,000)</i>		20,000	20,000	
BERKELEY SYMPHONY ORCHESTRA Berkeley, California <i>For general support (Awarded in 1990 for \$150,000)</i>		100,000	50,000	50,000
■ CABRILLO MUSIC FESTIVAL Aptos, California <i>For general support (matching grant)</i>	105,000		35,000	70,000
UNIVERSITY OF CALIFORNIA, BERKELEY Berkeley, California <i>For general support of the Young Musicians Program (matching grant) (Awarded in 1990 for \$100,000)</i>		90,000	20,000	70,000
■ CARMEL BACH FESTIVAL Carmel-by-the-Sea, California <i>For general support (matching grant)</i>	100,000		35,000	65,000
CHAMBER SYMPHONY OF SAN FRANCISCO San Francisco, California <i>For general support (matching grant) (Awarded in 1989 for \$120,000)</i>		40,000	40,000	
■ EARLY MUSIC AMERICA New York, New York <i>For general support</i>	25,000		25,000	

■ Grants newly authorized in 1991 are highlighted by square boxes.

Performing Arts: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
FREMONT-NEWARK PHILHARMONIC Fremont, California <i>For general support and the endowment fund (matching grant) (Awarded in 1988 for \$75,000)</i>		12,000	12,000	
HUMANITIES WEST San Francisco, California <i>For general support (Awarded in 1989 for \$60,000)</i>		20,000	20,000	
KRONOS QUARTET San Francisco, California <i>For general support (Awarded in 1989 for \$120,000)</i>		40,000	40,000	
MIDSUMMER MOZART FESTIVAL San Francisco, California <i>For general support (Awarded in 1989 for \$75,000)</i>		25,000	25,000	
MUSIC SOURCES/CENTER FOR HISTORICALLY INFORMED PERFORMANCE Berkeley, California <i>For general support (matching grant) (Awarded in 1990 for \$30,000)</i>		15,000	15,000	
MUSICAL TRADITIONS, PAUL DRESHER ENSEMBLE Berkeley, California <i>For general support (Awarded in 1989 for \$90,000)</i>		30,000	30,000	
NAPA VALLEY SYMPHONY ASSOCIATION Napa, California <i>For general support to be matched for endowment (matching grant) (Awarded in 1989 for \$75,000)</i>		37,000	37,000	
■ OAKLAND EAST BAY SYMPHONY Oakland, California <i>For general support</i>	25,000		25,000	
■ ORGANIZATION OF AMERICAN KODALY EDUCATORS Piedmont, California <i>For the national conference in San Francisco</i>	5,000		5,000	
■ PATAPHYSICAL BROADCASTING FOUNDATION, KUSP Santa Cruz, California <i>For broadcasts of the Carmel Bach Festival</i>	5,000		5,000	

Performing Arts: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
PHILHARMONIA BAROQUE ORCHESTRA San Francisco, California <i>For general support (matching grant)</i> <i>(Awarded in 1990 for \$150,000)</i>		100,000	50,000	50,000
SAN FRANCISCO CHANTICLEER San Francisco, California <i>For general support</i> <i>(Awarded in 1990 for \$120,000)</i>		80,000	40,000	40,000
SAN FRANCISCO CONTEMPORARY MUSIC PLAYERS San Francisco, California <i>For general support (matching grant)</i> <i>(Awarded in 1988 for \$90,000)</i>		30,000	30,000	
■ <i>For general support (matching grant)</i>	105,000		30,000	75,000
■ SAN FRANCISCO GIRLS CHORAL ASSOCIATION San Francisco, California <i>For general support of the advanced training program</i>	25,000		25,000	
SAN FRANCISCO SYMPHONY San Francisco, California <i>For general support of the education program (matching grant)</i> <i>(Awarded in 1989 for \$400,000)</i>		200,000	200,000	
■ SAN JOSE SYMPHONY ORCHESTRA San Jose, California <i>For general support</i>	375,000		150,000	225,000
■ SANTA CRUZ COUNTY SYMPHONY ASSOCIATION Aptos, California <i>For general support</i>	45,000		15,000	30,000
SANTA FE CHAMBER MUSIC FESTIVAL Santa Fe, New Mexico <i>For general support to be matched for endowment (matching grant)</i> <i>(Awarded in 1989 for \$180,000)</i>		90,000	25,000	65,000
SINFONIA SAN FRANCISCO San Francisco, California <i>For general support</i> <i>(Awarded in 1989 for \$150,000)</i>		50,000	50,000	
■ ZAKROS PRODUCTIONS/NEW MUSIC THEATRE San Francisco, California <i>For general support</i>	15,000		15,000	

Performing Arts: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
<i>Theatre and Opera</i>				
■ AMERICAN CONSERVATORY THEATRE San Francisco, California <i>For the Advanced Artist Training Program (matching grant)</i>	140,000		70,000	70,000
■ BERKELEY REPERTORY THEATRE Berkeley, California <i>For general support (matching grant)</i>	200,000		100,000	100,000
■ CALIFORNIA SHAKESPEARE FESTIVAL Berkeley, California <i>For general support</i>	65,000		65,000	
■ EL TEATRO CAMPESINO San Juan Bautista, California <i>For general support</i>	15,000		15,000	
EUREKA THEATRE COMPANY San Francisco, California <i>For general support (Awarded in 1990 for \$100,000)</i>		50,000	50,000	
MAGIC THEATRE San Francisco, California <i>For general support (Awarded in 1990 for \$100,000)</i>		50,000	50,000	
■ OAKLAND ENSEMBLE THEATRE Oakland, California <i>For general support</i>	30,000		30,000	
OPERA SAN JOSE San Jose, California <i>For general support with a particular emphasis on the Resident Artists Program (Awarded in 1990 for \$150,000)</i>		100,000	50,000	50,000
OREGON SHAKESPEAREAN FESTIVAL ASSOCIATION Ashland, Oregon <i>For general support to be matched for endowment (matching grant) (Awarded in 1988 for \$165,000)</i>		25,000	25,000	
PEOPLE'S THEATRE COALITION San Francisco, California <i>For general support of Life on the Water (Awarded in 1989 for \$60,000)</i>		20,000	20,000	
■ PICKLE FAMILY CIRCUS San Francisco, California <i>For general support</i>	90,000		45,000	45,000

Performing Arts: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
PLAYWRIGHTS FOUNDATION San Francisco, California <i>For general support</i> <i>(Awarded in 1989 for \$45,000)</i>		10,000	10,000	
POCKET OPERA COMPANY, INC. San Francisco, California <i>For general support</i> <i>(Awarded in 1990 for \$120,000)</i>		80,000	40,000	40,000
SAN FRANCISCO OPERA ASSOCIATION San Francisco, California <i>For general support of the Opera Center</i> <i>(matching grant)</i> <i>(Awarded in 1990 for \$400,000)</i>		250,000	200,000	50,000
SAN JOSE CIVIC LIGHT OPERA San Jose, California <i>For general support</i> <i>(Awarded in 1990 for \$30,000)</i>		20,000	10,000	10,000
SAN JOSE REPERTORY THEATRE San Jose, California <i>For general support (matching grant)</i> <i>(Awarded in 1989 for \$100,000)</i>		50,000	50,000	
■ <i>For general support (matching grant)</i>	50,000		25,000	25,000
■ SANTA FE OPERA Santa Fe, New Mexico <i>For general support of the Apprentice</i> <i>Training Programs</i>	10,000		10,000	
■ SEW PRODUCTIONS/ LORRAINE HANSBERRY THEATRE San Francisco, California <i>For general support</i>	35,000		35,000	
SHAKESPEARE-SAN FRANCISCO San Francisco, California <i>For the Free Shakespeare in the Park</i> <i>program</i> <i>(Awarded in 1990 for \$120,000)</i>		80,000	40,000	40,000
SOON 3 THEATRE San Francisco, California <i>For general support</i> <i>(Awarded in 1990 for \$40,000)</i>		20,000	20,000	
■ THEATER ARTAUD San Francisco, California <i>For general support</i>	120,000		40,000	80,000

Performing Arts: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
■ THEATRE BAY AREA San Francisco, California <i>For general support</i>	40,000		20,000	20,000
WEST BAY OPERA Palo Alto, California <i>For general support</i> <i>(Awarded in 1989 for \$60,000)</i>		20,000	20,000	
Dance				
■ CENTERSPACE DANCE FOUNDATION, INC. San Francisco, California <i>For general support</i>	25,000		25,000	
CIRCUIT NETWORK San Francisco, California <i>For general support</i> <i>(Awarded in 1990 for \$40,000)</i>		20,000	20,000	
■ DANCE ASSOCIATION Belvedere, California <i>For general support of the Ruth Langridge Dance Company</i>	20,000		20,000	
DANCE BAY AREA San Francisco, California <i>For general support (matching grant)</i> <i>(Awarded in 1990 for \$135,000)</i>		75,000	35,000	40,000
DANCE THROUGH TIME San Francisco, California <i>For general support</i> <i>(Awarded in 1990 for \$50,000)</i>		25,000	25,000	
DANCE/USA Washington, D.C. <i>For general support</i> <i>(Awarded in 1988 for \$60,000)</i>		20,000	20,000	
DANCERS' GROUP/FOOTWORK STUDIO San Francisco, California <i>For general support</i> <i>(Awarded in 1990 for \$60,000)</i>		40,000	20,000	20,000
DIMENSIONS DANCE THEATER Oakland, California <i>For general support</i> <i>(Awarded in 1990 for \$45,000)</i>		30,000	15,000	15,000

Performing Arts: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
■ EXPANSION ARTS SERVICES Berkeley, California <i>To publish proceedings of the 1989 dance festival, "Black Choreographers Moving toward the 21st Century"</i>	5,000		5,000	
■ JOE GOODE PERFORMANCE GROUP San Francisco, California <i>For general support</i>	40,000		20,000	20,000
■ JUNE WATANABE DANCE COMPANY San Rafael, California <i>For general support</i>	5,000		5,000	
■ LINES DANCE COMPANY San Francisco, California <i>For general support</i>	75,000		60,000	15,000
MARGARET JENKINS DANCE COMPANY San Francisco, California <i>For general support (Awarded in 1989 for \$120,000)</i>		40,000	40,000	
■ OAKLAND BALLET Oakland, California <i>For general support (matching grant)</i>	200,000		100,000	100,000
OBERLIN DANCE COLLECTIVE San Francisco, California <i>For general support (Awarded in 1989 for \$120,000)</i>		40,000	40,000	
PENINSULA BALLET THEATRE San Mateo, California <i>For general support (Awarded in 1990 for \$40,000)</i>		20,000	20,000	
SAN FRANCISCO BALLET ASSOCIATION San Francisco, California <i>For general support of the Ballet School (matching grant) (Awarded in 1990 for \$300,000)</i>		150,000	150,000	
SAN FRANCISCO MOVING COMPANY, DELLA DAVIDSON DANCE COMPANY San Francisco, California <i>For general support (Awarded in 1990 for \$60,000)</i>		40,000	20,000	20,000
■ SAN JOSE CLEVELAND BALLET San Jose, California <i>For general support (matching grant)</i>	175,000		150,000	25,000

Performing Arts: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
■ SCHOOL OF AMERICAN BALLET, INC. New York, New York <i>For general support (matching grant)</i>	100,000		75,000	25,000
■ TANDY BEAL & COMPANY, FRIENDS OF OLYMPIA STATION, INC. Santa Cruz, California <i>For general support</i>	40,000		20,000	20,000
ZOHCO Palo Alto, California <i>For general support (Awarded in 1990 for \$90,000)</i>		60,000	30,000	30,000

Film and Video

BAY AREA VIDEO COALITION San Francisco, California <i>For general support (Awarded in 1990 for \$50,000)</i>		25,000	25,000	
FILM ARTS FOUNDATION San Francisco, California <i>For general support (Awarded in 1990 for \$90,000)</i>		60,000	30,000	30,000
FOUNDATION FOR ART IN CINEMA, CINEMATHEQUE San Francisco, California <i>For general support (Awarded in 1989 for \$60,000)</i>		20,000	20,000	
■ NEW AMERICAN MAKERS San Francisco, California <i>For general support</i>	10,000		10,000	

Supporting Services

AFFILIATE ARTISTS New York, New York <i>For general support (Awarded in 1989 for \$120,000)</i>		40,000	40,000	
■ AMERICAN MUSIC THEATER FESTIVAL Philadelphia, Pennsylvania <i>For general support</i>	50,000		50,000	
■ ARTS COUNCIL OF SANTA CLARA COUNTY San Jose, California <i>For general support</i>	100,000		50,000	50,000

Performing Arts: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
■ ASIAN ART MUSEUM FOUNDATION OF SAN FRANCISCO San Francisco, California <i>For the Performing Arts program</i>	15,000		15,000	
■ BROOKLYN ACADEMY OF MUSIC Brooklyn, New York <i>For general support of the Next Wave Festival</i>	180,000		60,000	120,000
■ UNIVERSITY OF CALIFORNIA, BERKELEY Berkeley, California <i>For general support of Cal Performances</i>	200,000		100,000	100,000
CALIFORNIA CONFEDERATION OF THE ARTS Sacramento, California <i>For general support (Awarded in 1990 for \$75,000)</i>		50,000	25,000	25,000
CALIFORNIA LAWYERS FOR THE ARTS San Francisco, California <i>For general support (Awarded in 1989 for \$45,000)</i>		15,000	15,000	
CITY CELEBRATION San Francisco, California <i>For general support (Awarded in 1990 for \$120,000)</i>		80,000	40,000	40,000
■ COMMUNITY FOUNDATION OF SANTA CLARA COUNTY San Jose, California <i>For a regranting program for small to mid-size arts organizations in Santa Clara County</i>	75,000		75,000	
CULTURAL COUNCIL OF SANTA CRUZ COUNTY Aptos, California <i>For general support and the grants program (matching grant) (Awarded in 1989 for \$80,000)</i>		20,000	20,000	
■ <i>For general support</i>	100,000		50,000	50,000
80 LANGTON STREET/ NEW LANGTON ARTS San Francisco, California <i>For general support (Awarded in 1990 for \$40,000)</i>		20,000	20,000	
FOOTHILL-DE ANZA COLLEGES FOUNDATION Los Altos Hills, California <i>For general support of the Performing Arts Alliance Festival (Awarded in 1990 for \$30,000)</i>		10,000	10,000	

Performing Arts: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
GOOD SOUND FOUNDATION San Francisco, California <i>For the design and installation of an electroacoustic research laboratory and for general support</i> (Awarded in 1989 for \$200,000)		20,000	20,000	
■ HEADLANDS ART CENTER Sausalito, California <i>For the 1991 musical concert series</i>	5,000		5,000	
■ INTERSECTION FOR THE ARTS San Francisco, California <i>For general support</i>	30,000		30,000	
■ JAZZ IN THE CITY San Francisco, California <i>For the Jazz Masters Series</i>	70,000		35,000	35,000
■ MONTALVO ASSOCIATION, MONTALVO CENTER FOR THE ARTS Saratoga, California <i>For the Emerging Artists Series</i>	50,000		25,000	25,000
OLD FIRST CENTER FOR THE ARTS San Francisco, California <i>For the Old First Concerts</i> (Awarded in 1990 for \$45,000)		30,000	15,000	15,000
■ SAN FRANCISCO OPERA San Francisco, California <i>For administrative support of the "Mozart and His Time" celebration</i>	25,000		25,000	
■ SAN FRANCISCO PERFORMANCES San Francisco, California <i>For general support (matching grant)</i>	215,000		70,000	145,000
SAN FRANCISCO PERFORMING ARTS LIBRARY AND MUSEUM San Francisco, California <i>For general support</i> (Awarded in 1990 for \$100,000)		50,000	50,000	
■ STERN GROVE FESTIVAL San Francisco, California <i>For general support</i>	60,000		20,000	40,000
THE.ART.RE.GRUP San Francisco, California <i>For general support of The Lab</i> (Awarded in 1990 for \$40,000)		20,000	20,000	

Performing Arts: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
<i>Other</i>				
■ CALIFORNIA INSTITUTE OF THE ARTS Valencia, California <i>For collaborative interdisciplinary projects by faculty artists</i>	25,000		25,000	
■ CULTURAL COUNCIL OF SANTA CRUZ COUNTY Aptos, California <i>To purchase aoustical equipment for the Santa Cruz Civic Auditorium</i>	15,000		15,000	
■ NONPROFIT FACILITIES FUND New York, New York <i>To study the feasibility of establishing the National Cultural Facilities Development Fund in San Francisco</i>	15,000		15,000	
TOTAL PERFORMING ARTS	\$3,600,000	\$2,774,000	\$4,099,000	\$2,275,000

Population growth continues to be a significant worldwide problem, despite the positive impact of organized family planning programs as a whole. In addressing the issue of population growth, the Foundation has two primary interests: the development of research, policy, and program expertise in developing countries and the international delivery of family planning services. U.S. population issues are also of concern but represent a smaller proportion of the annual program budget.

Within its priorities, the Foundation plans to continue to support a range of programs. Specific international interests are in the following areas: the training of population experts from developing countries, primarily at university-based population centers in the United States; policy-related research on population issues, particularly the relationship of social and economic factors to fertility; and the support of family planning programs not eligible for U.S. government funds. There are no geographic limitations on support of research, international family planning projects, or foreign students. Both internationally and domestically, topics of special interest include adolescent fertility, male involvement in family planning, and the role of cash incentives in encouraging use of contraception. There is also an interest in family planning programs in Mexico.

With regard to population issues in the United States, the Foundation is primarily interested in organizations that inform policymakers both here and abroad about the importance of population issues and the relevance of demographic change to other social, economic, and political developments. Support for local organizations that provide direct family planning services has been limited to Planned Parenthood affiliates in and near the San Francisco Bay Area. Whenever possible, grants to Planned Parenthood affiliates will address regional, rather than institution-specific, concerns.

The Foundation generally provides organizational, rather than project, support and does not fund investigator-initiated research. Grants will favor support of groups that show an

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awareness of the complex relations between motivation, social and economic development, and fertility behavior, and that have an appreciation for the importance of social, cultural, and personal approaches to population questions. The Foundation will also encourage those organizations that are trying to bridge the gap between research and the implementation of policies and programs. Grants will be made primarily to U.S.-based organizations.

The Foundation does not support bio-medical research on reproduction or population education programs directed toward the general public.

Population Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
<i>Social Science Research and Training</i>				
ALAN GUTTMACHER INSTITUTE New York, New York				
<i>For general support (Awarded in 1990 for \$1,250,000)</i>		\$833,000	\$417,000	\$416,000
BROWN UNIVERSITY, POPULATION STUDIES AND TRAINING CENTER Providence, Rhode Island				
<i>For general support (Awarded in 1989 for \$700,000)</i>		560,000	140,000	420,000
UNIVERSITY OF CALIFORNIA, BERKELEY, DEPARTMENT OF DEMOGRAPHY Berkeley, California				
<i>For general support of the Graduate Group in Demography's Program in Population Research (Awarded in 1986 for \$500,000)</i>		100,000		100,000
■ <i>For general support</i>	500,000			500,000
UNIVERSITY OF CALIFORNIA, SAN FRANCISCO, CENTER FOR REPRODUCTIVE HEALTH POLICY RESEARCH San Francisco, California				
<i>For the Family Planning Training Program (Awarded in 1989 for \$540,000)</i>		270,000	135,000	135,000
UNIVERSITY OF CHICAGO, POPULATION RESEARCH CENTER Chicago, Illinois				
<i>For general support (Awarded in 1988 for \$500,000)</i>		300,000	100,000	200,000
■ <i>For a study of poverty and teenage pregnancy</i>	26,000		26,000	
■ CHULALONGKORN UNIVERSITY, INSTITUTE OF POPULATION STUDIES Bangkok, Thailand				
<i>For general support</i>	75,000		25,000	50,000
COLUMBIA UNIVERSITY, CENTER FOR POPULATION AND FAMILY HEALTH New York, New York				
<i>For general support (Awarded in 1990 for \$750,000)</i>		750,000	150,000	600,000

■ Grants newly authorized in 1991 are highlighted by square boxes.

Population: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
CORNELL UNIVERSITY, POPULATION AND DEVELOPMENT PROGRAM Ithaca, New York <i>For general support</i> <i>(Awarded in 1988 for \$560,000)</i>		280,000	140,000	140,000
EAST-WEST CENTER, EAST-WEST POPULATION INSTITUTE Honolulu, Hawaii <i>For general support</i> <i>(Awarded in 1987 for \$270,000)</i>		90,000	90,000	
EL COLEGIO DE MEXICO Mexico City, Mexico <i>For the Center for Demographic and Urban Development Studies</i> <i>(Awarded in 1989 for \$150,000)</i>		100,000	50,000	50,000
■ INDIANA UNIVERSITY, POPULATION INSTITUTE FOR RESEARCH AND TRAINING Bloomington, Indiana <i>For general support</i>	60,000		30,000	30,000
INTERNATIONAL UNION FOR THE SCIENTIFIC STUDY OF POPULATION Liege, Belgium <i>For general support</i> <i>(Awarded in 1990 for \$135,000)</i>		85,000		85,000
JOHNS HOPKINS UNIVERSITY, POPULATION CENTER Baltimore, Maryland <i>For general support</i> <i>(Awarded in 1990 for \$750,000)</i>		750,000	150,000	600,000
MAHIDOL UNIVERSITY, INSTITUTE FOR POPULATION AND SOCIAL RESEARCH Nakornpathom, Thailand <i>To support training, faculty development, and publications, and to enhance library and computing capacity</i> <i>(Awarded in 1990 for \$150,000)</i>		100,000		100,000
UNIVERSITY OF MARYLAND, COLLEGE OF BEHAVIORAL AND SOCIAL SCIENCE College Park, Maryland <i>For the Center on Population, Gender, and Social Inequality</i> <i>(Awarded in 1988 for \$120,000)</i>		40,000	40,000	
UNIVERSITY OF MICHIGAN Ann Arbor, Michigan <i>For general support of the Population Studies Center and the Center for Population Planning</i> <i>(Awarded in 1989 for \$900,000)</i>		540,000	120,000	420,000

Population Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
■ NATIONAL ACADEMY OF SCIENCES, COMMITTEE ON POPULATION Washington, D.C. <i>To support activities related to developing countries</i>	250,000			250,000
UNIVERSITY OF NORTH CAROLINA, CAROLINA POPULATION CENTER Chapel Hill, North Carolina <i>For general support of population research and training (Awarded in 1990 for \$750,000)</i>		750,000	300,000	450,000
■ UNIVERSITY OF PENNSYLVANIA, GRADUATE GROUP IN DEMOGRAPHY Philadelphia, Pennsylvania <i>To support training and research</i>	750,000			750,000
UNIVERSITY OF PENNSYLVANIA, POPULATION STUDIES CENTER Philadelphia, Pennsylvania <i>For general support (Awarded in 1986 for \$700,000)</i>		110,000	110,000	
PENNSYLVANIA STATE UNIVERSITY, POPULATION ISSUES RESEARCH CENTER University Park, Pennsylvania <i>For general support (Awarded in 1988 for \$500,000)</i>		200,000	100,000	100,000
POPULATION ASSOCIATION OF AMERICA Washington, D.C. <i>For general support (Awarded in 1990 for \$105,000)</i>		70,000	35,000	35,000
■ POPULATION COUNCIL New York, New York <i>For general support of the Research Division</i>	900,000		300,000	600,000
POPULATION REFERENCE BUREAU, INC. Washington, D.C. <i>For general support (Awarded in 1990 for \$300,000)</i>		200,000	100,000	100,000
PRINCETON UNIVERSITY, OFFICE OF POPULATION RESEARCH Princeton, New Jersey <i>For general support of population research and training (Awarded in 1990 for \$500,000)</i>		400,000	100,000	300,000

Population: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
RAND CORPORATION				
Santa Monica, California				
<i>For general support of the Labor and Population Program</i>				
<i>(Awarded in 1990 for \$270,000)</i>		180,000	90,000	90,000
UNIVERSITY OF SOUTHERN CALIFORNIA, POPULATION RESEARCH LABORATORY				
Los Angeles, California				
<i>For general support of the Program in Population Policy</i>				
<i>(Awarded in 1989 for \$240,000)</i>		80,000	80,000	
■ <i>For general support</i>	80,000			80,000
UNIVERSITY OF TEXAS, AUSTIN, POPULATION RESEARCH CENTER				
Austin, Texas				
<i>For general support</i>				
<i>(Awarded in 1986 for \$650,000)</i>		260,000	130,000	130,000
UNIVERSIDADE FEDERALE DE MINAS GERAIS, CENTER OF REGIONAL DEVELOPMENT AND PLANNING (CEDEPLAR)				
Minas Gerais, Brazil				
<i>For the demography program</i>				
<i>(Awarded in 1989 for \$150,000)</i>		100,000	50,000	50,000
UNIVERSITY OF WASHINGTON, CENTER FOR STUDIES IN DEMOGRAPHY AND ECOLOGY				
Seattle, Washington				
<i>For general support of population research and training</i>				
<i>(Awarded in 1990 for \$270,000)</i>		270,000	90,000	180,000
UNIVERSITY OF WISCONSIN, CENTER FOR DEMOGRAPHY AND ECOLOGY				
Madison, Wisconsin				
<i>For general support</i>				
<i>(Awarded in 1987 for \$500,000)</i>		100,000	100,000	
YALE UNIVERSITY, ECONOMIC GROWTH CENTER				
New Haven, Connecticut				
<i>For general support of the demography program</i>				
<i>(Awarded in 1987 for \$225,000)</i>		90,000	45,000	45,000

Population Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
<i>International Family Planning and Development Activities</i>				
■ ACADEMIA MEXICANA DE INVESTIGACION EN DEMOGRAFIA MEDICA Mexico City, Mexico <i>For general support</i>	180,000		120,000	60,000
■ AFRICAN MEDICAL AND RESEARCH FOUNDATION New York, New York <i>For the Family Health Unit in East Africa</i>	540,000		180,000	360,000
AMERICAN COLLEGE OF NURSE MIDWIVES Washington, D.C. <i>To support international family planning activities (Awarded in 1990 for \$285,000)</i>		170,000		170,000
ASSOCIATION FOR VOLUNTARY SURGICAL CONTRACEPTION, INC. New York, New York <i>For general support (matching grant) (Awarded in 1988 for \$420,000)</i>		140,000	140,000	
■ CENTRE FOR DEVELOPMENT AND POPULATION ACTIVITIES Washington, D.C. <i>For general support of family planning activities</i>	500,000		167,000	333,000
■ FUNDACION MEXICANA PARA LA PLANEACION FAMILIAR Mexico City, Mexico <i>For general support</i>	300,000		100,000	200,000
GOOD SAMARITAN FOUNDATION Portland, Oregon <i>For family planning work using incentive programs at the Stella Maris Charity Clinic in India (Awarded in 1988 for \$195,000)</i>		65,000		65,000
INSTITUTE FOR DEVELOPMENT TRAINING Chapel Hill, North Carolina <i>For general support of family planning activities (matching grant) (Awarded in 1989 for \$80,000)</i>		10,000	10,000	

Population: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
■ INTERNATIONAL PLANNED PARENTHOOD FEDERATION				
London, England				
<i>For the Challenges of the 90s project</i>	540,000		160,000	380,000
INTERNATIONAL PLANNED PARENTHOOD FEDERATION/WESTERN HEMISPHERE REGION				
New York, New York				
<i>For general support</i> <i>(Awarded in 1990 for \$315,000)</i>		157,000		157,000
INTERNATIONAL PROJECTS ASSISTANCE SERVICES				
Carrboro, North Carolina				
<i>For general support</i> <i>(Awarded in 1989 for \$600,000)</i>		250,000	150,000	100,000
INTERNATIONAL WOMEN'S HEALTH COALITION				
New York, New York				
<i>For general support</i> <i>(Awarded in 1990 for \$360,000)</i>		240,000		240,000
NATIONAL COUNCIL FOR INTERNATIONAL HEALTH				
Washington, D.C.				
<i>For population programs</i> <i>(Awarded in 1989 for \$150,000)</i>		50,000	50,000	
PARTNERS OF THE AMERICAS				
Washington, D.C.				
<i>For the Partners' Family Life Education</i> <i>Program in Latin America and the</i> <i>Caribbean</i> <i>(Awarded in 1989 for \$210,000)</i>		70,000	70,000	
■ PATHFINDER INTERNATIONAL				
Watertown, Massachusetts				
<i>For general support</i>	750,000		250,000	500,000
■ PLANNING ASSISTANCE				
Washington, D.C.				
<i>For general support</i>	300,000		100,000	200,000
POPULATION SERVICES INTERNATIONAL				
Washington, D.C.				
<i>To support the development of</i> <i>Contraceptive Social Marketing</i> <i>Programs (matching grant)</i> <i>(Awarded in 1989 for \$300,000)</i>		100,000	100,000	

Population Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
PROGRAM FOR APPROPRIATE TECHNOLOGY IN HEALTH Seattle, Washington				
<i>For the Small Grants Program (Awarded in 1989 for \$400,000)</i>		133,000		133,000
<i>For general support of family planning- related activities (Awarded in 1989 for \$750,000)</i>		250,000	250,000	
SAVE THE CHILDREN Westport, Connecticut				
<i>For two family planning programs in Africa (Awarded in 1989 for \$270,000)</i>		90,000	90,000	
UNITARIAN UNIVERSALIST SERVICE COMMITTEE Cambridge, Massachusetts				
<i>To support international family planning activities (Awarded in 1990 for \$275,000)</i>		175,000	100,000	75,000
WORLD NEIGHBORS Oklahoma City, Oklahoma				
<i>For integrated community-based programs of agricultural development and reproductive health care (matching grant) (Awarded in 1989 for \$285,000)</i>		190,000	95,000	95,000

Domestic Family Planning Activities

CHILDREN'S DEFENSE FUND Washington, D.C.				
<i>For the Adolescent Pregnancy Prevention program (Awarded in 1989 for \$450,000)</i>		150,000	150,000	
■ UNIVERSITY OF COLORADO, DENVER Denver, Colorado				
<i>For general support of the Health Sciences Center</i>	35,000		35,000	
■ GIRLS INCORPORATED New York, New York				
<i>To complete the evaluation of the Preventing Adolescent Pregnancy project</i>	75,000		75,000	

Population: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
LOS ANGELES COUNTY/USC MEDICAL CENTER, PROFESSIONAL STAFF ASSOCIATION Los Angeles, California <i>For the evaluation of a family planning program for Hispanic teenage mothers (Awarded in 1988 for \$300,000)</i>		100,000	100,000	
■ LOS ANGELES COUNTY/USC MEDICAL CENTER, REPRODUCTIVE HEALTH AND RESEARCH INSTITUTE Los Angeles, California <i>For general support</i>	365,000			365,000
MEHARRY MEDICAL COLLEGE Nashville, Tennessee <i>For the "I Have a Future" teen pregnancy prevention program (Awarded in 1990 for \$186,000)</i>		93,000	93,000	
PUBLIC/PRIVATE VENTURES Philadelphia, Pennsylvania <i>For the evaluation of the Summer Training and Education Program demonstration (Awarded in 1989 for \$300,000)</i>		100,000	100,000	

International/Domestic Family Planning Activities

PLANNED PARENTHOOD FEDERATION OF AMERICA, INC. New York, New York <i>For general support of domestic and international programs (matching grant) (Awarded in 1989 for \$600,000)</i>		300,000	200,000	100,000
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Education of Policymakers

■ CHILD TRENDS, INC. Washington, D.C. <i>For institutional development</i>	250,000		84,000	166,000
■ POPULATION CRISIS COMMITTEE Washington, D.C. <i>For general support</i>	225,000		100,000	125,000
■ POPULATION RESOURCE CENTER Princeton, New Jersey <i>For general support</i>	300,000		120,000	180,000

Population Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
<i>Other</i>				
PLAN INTERNATIONAL USA				
Warwick, Rhode Island				
<i>To support the development of a policy statement designed to increase commitment to, and implementation of, family planning activities of the parent organization (Awarded in 1990 for \$9,000)</i>				
		9,000	9,000	
TOTAL POPULATION	\$7,001,000	\$10,450,000	\$6,441,000	\$11,010,000

Program Description

Through the regional grants program, the Foundation responds to requests from organizations based in or near the San Francisco Bay Area that serve local residents. There are five categories in this program: community development, homelessness, affordable housing, selected human services, and minority leadership development. The first three are the major categories of the program and account for more than 75 percent of the budget.

In the community development category, the Foundation funds community-based organizations that conduct programs to revitalize neighborhoods by improving living conditions and the climate for economic development. The Foundation welcomes community development proposals that feature a practical, strategic approach to dealing with a range of interrelated economic and social problems in a specific neighborhood, and a feasible plan for carrying out that approach. The Foundation also funds regional or national community development support organizations whose work is of benefit to community development corporations in the Bay Area.

In the area of homelessness, proposals will be considered that have long-term impact on the problem; have a regional focus; improve knowledge in the field; and are nested within a coordinated, systematic approach to solving the problem. In substantive terms, proposals will be considered in the areas of prevention of homelessness; amelioration for those who do become homeless; provision of permanent solutions, i.e., helping to ensure that the development of permanent housing is linked to ongoing social services for residents who need them; and planning and coordination.

In the area of affordable housing, the Foundation does not make capital grants. Rather, proposals will be considered that focus on policy, planning, coordination, or consensus-building; on operating costs of model demonstration projects that link social services to permanent housing; and on capacity-building programs for community-based housing development corporations.

In the minority leadership development category, the Foundation supports programs that enhance the ability of California minorities to pursue careers, as professionals or volunteers, that involve public or community services, with particular emphasis on multiethnic or multicultural training for a multicultural society.

In the selected human services category, the Foundation supports a very small number of human services programs in the Bay Area. These must be broad-based, integrated direct service or service planning efforts with potential impact on public policy.

Though the Foundation will consider requests for either general or project support, most funds are awarded to organizations for general support. The Foundation welcomes opportunities to fund programs with other grantmakers.

Limited program funds dictate that only a few of the requests reviewed can be supported. To help avoid unprofitable effort on the part of applicants, we call attention to the fact that the Foundation does not support proposals in the following fields: physical or mental health; law and related fields; criminal justice or juvenile delinquency; drug and alcohol addiction; or the problems of the elderly and the handicapped. These exclusions derive not from a lack of sympathy with the needs in these fields but from the Foundation's determination to focus its resources.

Regional Grants: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
<i>Community Development</i>				
APPLIED RESEARCH CENTER				
Oakland, California				
<i>For the Community Strategic Training Initiative (Awarded in 1990 for \$100,000)</i>		\$40,000	\$40,000	
ASIAN NEIGHBORHOOD DESIGN				
San Francisco, California				
<i>For general support (Awarded in 1989 for \$150,000)</i>		45,000	45,000	
BERNAL HEIGHTS COMMUNITY FOUNDATION				
San Francisco, California				
<i>For general support (Awarded in 1989 for \$100,000)</i>		30,000	30,000	
CALIFORNIA COMMUNITY ECONOMIC DEVELOPMENT ASSOCIATION				
Berkeley, California				
<i>For general support (Awarded in 1990 for \$75,000)</i>		37,000	37,000	
■ UNIVERSITY OF CALIFORNIA, BERKELEY, UNIVERSITY/OAKLAND METROPOLITAN FORUM				
Berkeley, California				
<i>For general support and for the Community Planning for Employment project</i>	300,000		150,000	150,000
■ CALIFORNIANS AGAINST WASTE FOUNDATION				
Sacramento, California				
<i>For the Bay Area Source Reduction and Recycling Plans Project</i>	45,000		45,000	
CENTER FOR COMMUNITY CHANGE				
Washington, D.C.				
<i>For general support (Awarded in 1989 for \$300,000)</i>		100,000	100,000	
■ CHINATOWN NEIGHBORHOOD IMPROVEMENT RESOURCE CENTER				
San Francisco, California				
<i>For the Chinatown-Embarcadero Planning Project</i>	100,000		40,000	60,000

■ Grants newly authorized in 1991 are highlighted by square boxes.

NOTE: In addition to the grants shown above, the Foundation made a \$2,000,000 program-related loan to Local Initiatives Support Corporation for its National Community Development Initiative in 1991. The Foundation allocated \$75,000 of the housing component of the 1991 regional grants budget for this loan.

Regional Grants: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
■ COMMUNITY FOUNDATION OF SANTA CLARA COUNTY San Jose, California <i>For the Developing Futures program</i>	50,000		25,000	25,000
LA RAZA SILKSCREEN CENTER, INC. San Francisco, California <i>For general support (Awarded in 1989 for \$100,000)</i>		65,000	35,000	30,000
■ LOCAL INITIATIVES SUPPORT CORPORATION New York, New York <i>For general support of the national and Bay Area offices and for the National Community Development Initiative</i>	480,000		160,000	320,000
MISSION ECONOMIC AND CULTURAL ASSOCIATION San Francisco, California <i>For general support (Awarded in 1990 for \$150,000)</i>		75,000	50,000	25,000
■ NATIONAL ASSOCIATION OF COMMUNITY DEVELOPMENT LOAN FUNDS Philadelphia, Pennsylvania <i>For general support</i>	75,000		40,000	35,000
NATIONAL CONGRESS FOR COMMUNITY ECONOMIC DEVELOPMENT Washington, D.C. <i>For general support and for the second national community development survey (Awarded in 1990 for \$95,000)</i>		35,000	35,000	
■ NONPROFIT SERVICES, INC. San Francisco, California <i>For the Community Economic Development Support Collaborative planning process</i>	12,000		12,000	
OAKLAND BUSINESS DEVELOPMENT CORPORATION Oakland, California <i>For general support (Awarded in 1990 for \$175,000)</i>		115,000	60,000	55,000
REALITY HOUSE WEST San Francisco, California <i>For general support (Awarded in 1990 for \$150,000)</i>		100,000	100,000	
SAN ANTONIO COMMUNITY DEVELOPMENT CORPORATION Oakland, California <i>For general support (Awarded in 1990 for \$150,000)</i>		75,000	75,000	

Regional Grants: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
SAN JOSE DEVELOPMENT CORPORATION				
San Jose, California				
<i>For general support (Awarded in 1989 for \$215,000)</i>		65,000	65,000	
SOUTH BERKELEY NEIGHBORHOOD DEVELOPMENT CORPORATION				
Berkeley, California				
<i>For general support (Awarded in 1990 for \$120,000)</i>		70,000	40,000	30,000
■ SPANISH-SPEAKING UNITY COUNCIL				
Oakland, California				
<i>For general support</i>	100,000		50,000	50,000
TRI-CITY ECONOMIC DEVELOPMENT CORPORATION				
Union City, California				
<i>For general support (Awarded in 1990 for \$100,000)</i>		35,000	35,000	
Youth Employment				
■ BAYSHORE EMPLOYMENT SERVICE				
East Palo Alto, California				
<i>For the youth part-time employment project</i>	25,000		25,000	
EAST BAY CONSERVATION CORPS				
Oakland, California				
<i>For general support (Awarded in 1989 for \$225,000)</i>		75,000	75,000	
NATIONAL ASSOCIATION OF SERVICE AND CONSERVATION CORPS				
Washington, D.C.				
<i>For general support (Awarded in 1990 for \$150,000)</i>		75,000	75,000	
OAKLAND YOUTH WORKS				
Oakland, California				
<i>For general support (Awarded in 1989 for \$150,000)</i>		50,000	50,000	
PUBLIC/PRIVATE VENTURES				
Philadelphia, Pennsylvania				
<i>For general support (Awarded in 1990 for \$150,000)</i>		75,000	75,000	
■ <i>For the Urban Corps Expansion project</i>	400,000		400,000	

Regional Grants: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
RENAISSANCE TECHNICAL TRAINING INSTITUTE San Francisco, California <i>For general support of the Parents of Success Program</i> (Awarded in 1990 for \$100,000)		50,000	50,000	
■ SAN JOSE CONSERVATION CORPS San Jose, California <i>For general support</i>	175,000		100,000	75,000
■ YOUTHBUILD SAN FRANCISCO San Francisco, California <i>For general support</i>	125,000		125,000	
<i>Homelessness</i>				
ALAMEDA COUNTY HEALTH CARE SERVICES Oakland, California <i>For the Homeless Families Program</i> (Awarded in 1990 for \$150,000)		75,000		75,000
■ ASSOCIATION OF BAY AREA GOVERNMENTS Oakland, California <i>For the Home Base Project</i>	175,000		100,000	75,000
BAR ASSOCIATION OF SAN FRANCISCO, VOLUNTEER LEGAL SERVICES PROGRAM San Francisco, California <i>For the Homeless Advocacy Project</i> (Awarded in 1990 for \$100,000)		50,000	50,000	
■ BERKELEY COMMUNITY LAW CENTER/ ALAMEDA COUNTY HOMELESS ACTION CENTER Berkeley, California <i>For general support</i>	25,000		25,000	
UNIVERSITY OF CALIFORNIA, BERKELEY, COOPERATIVE EXTENSION Half Moon Bay, California <i>For the Theatre of the Homeless mentoring program</i> (Awarded in 1990 for \$5,000)		5,000	5,000	
■ <i>For general support of the Theatre of the Homeless</i>	13,000			13,000
■ CALIFORNIA HOMELESS COALITION Sacramento, California <i>For general support</i>	150,000		75,000	75,000

Regional Grants: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
■ CATHOLIC CHARITIES OF THE ARCHDIOCESE OF SAN FRANCISCO San Francisco, California <i>For the San Francisco and San Mateo County Family Resource Centers</i>	100,000		100,000	
■ CENTER FOR INDEPENDENT LIVING Berkeley, California <i>For general support of the Jobs for Homeless Consortium</i>	50,000			50,000
■ CHRONICLE SEASON OF SHARING FUND San Francisco, California <i>For general support</i>	30,000			30,000
FAMILY SERVICE AGENCY OF SAN FRANCISCO San Francisco, California <i>For the Independent Housing Services Clearinghouse (Awarded in 1990 for \$100,000)</i>		50,000	50,000	
■ HOLY ORDER OF MANS San Francisco, California <i>For general support of the Raphael House</i>	40,000		40,000	
■ HOMELESSNESS INFORMATION EXCHANGE Washington, D.C. <i>For general support</i>	100,000		50,000	50,000
■ INCOME RIGHTS PROJECT San Francisco, California <i>For the Peer Family Advocacy Program</i>	25,000		25,000	
■ INNOVATIVE HOUSING San Rafael, California <i>For the East Palo Alto shared housing program</i>	25,000		25,000	
LARKIN STREET YOUTH CENTER San Francisco, California <i>For general support (Awarded in 1989 for \$75,000)</i>		25,000	25,000	
■ NORTHERN CALIFORNIA GRANTMAKERS San Francisco, California <i>For general support of the Task Force on Homelessness</i>	175,000		175,000	
SAN FRANCISCO STATE UNIVERSITY San Francisco, California <i>For the Bay Area Homelessness Program (Awarded in 1990 for \$200,000)</i>		100,000	100,000	

Regional Grants: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
■ SAN JOSE URBAN MINISTRY San Jose, California <i>For general support</i>	25,000		25,000	
■ TRAVELERS AID SOCIETY OF SAN FRANCISCO San Francisco, California <i>For general support of the on-site manager program for homeless families</i>	25,000		25,000	
YOUTH AND FAMILY ASSISTANCE Redwood City, California <i>For general support of the Daybreak Shelter (Awarded in 1990 for \$50,000)</i>		25,000		25,000
<i>Housing</i>				
BRIDGE HOUSING CORPORATION San Francisco, California <i>For the capacity-building project for local nonprofit housing development organizations (Awarded in 1990 for \$150,000)</i>		100,000	50,000	50,000
CALIFORNIA HOUSING PARTNERSHIP CORPORATION Berkeley, California <i>For general support (Awarded in 1990 for \$25,000)</i>		25,000	25,000	
■ CLEVELAND FOUNDATION Cleveland, Ohio <i>For the Neighborhood Funders Group's National Conference for Funders on low- income housing and community development</i>	25,000		25,000	
HOUSING FOR INDEPENDENT PEOPLE San Jose, California				
■ <i>For general support of the Affordable Housing Coordinating Network</i>	25,000		25,000	
■ <i>To support housing development work in association with Special User Development Services</i>	150,000		75,000	75,000
■ LOW-INCOME HOUSING FUND San Francisco, California <i>For general support and for the Recoverable Grants program</i>	100,000		63,000	37,000
■ LOW-INCOME HOUSING INFORMATION SERVICE Washington, D.C. <i>For general support</i>	75,000		40,000	35,000

Regional Grants: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
NONPROFIT HOUSING ASSOCIATION OF NORTHERN CALIFORNIA				
San Francisco, California				
<i>For general support</i> <i>(Awarded in 1990 for \$25,000)</i>		25,000	25,000	
<i>Selected Human Services</i>				
■ CHILDREN NOW				
Oakland, California				
<i>For general support</i>	175,000		100,000	75,000
COLEMAN CHILDREN AND YOUTH SERVICES				
San Francisco, California				
<i>For the Children's Budget Project</i> <i>(Awarded in 1989 for \$150,000)</i>		100,000	100,000	
■ EAST BAY COMMUNITY FOUNDATION				
Oakland, California				
<i>For the Youth and Education Program</i>	50,000			50,000
■ EAST PALO ALTO YOUTH DEVELOPMENT CENTER				
East Palo Alto, California				
<i>For general support</i>	250,000		100,000	150,000
MARCUS A. FOSTER EDUCATIONAL INSTITUTE				
Oakland, California				
<i>For the Oakland Mentoring Center</i> <i>(Awarded in 1990 for \$50,000)</i>		25,000	25,000	
NORTHERN CALIFORNIA GRANTMAKERS				
San Francisco, California				
<i>For general support of the AIDS Task Force</i> <i>(Awarded in 1990 for \$250,000)</i>		125,000	125,000	
■ <i>For general support of the Summer Youth Program</i>	10,000		10,000	
COUNTY OF SANTA CLARA				
San Jose, California				
<i>For the supervised visitation project</i> <i>(Awarded in 1990 for \$17,000)</i>		17,000	17,000	
■ TIDES FOUNDATION				
San Francisco, California				
<i>For general support of the Children's Policy Council</i>	50,000		50,000	
URBAN STRATEGIES COUNCIL				
Oakland, California				
<i>For general support</i> <i>(Awarded in 1990 for \$400,000)</i>		267,000	133,000	134,000

Regional Grants: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
<i>Minority Leadership Development</i>				
■ AMERICAN LEADERSHIP FORUM Los Altos Hills, California <i>For general support of the Silicon Valley Chapter</i>	50,000		25,000	25,000
CALIFORNIA LEADERSHIP Santa Clara, California <i>For general support (Awarded in 1989 for \$300,000)</i>		100,000	100,000	
■ CORO FOUNDATION San Francisco, California <i>For general support</i>	90,000		30,000	60,000
<i>Other</i>				
■ UNIVERSITY OF CALIFORNIA, BERKELEY, HAAS SCHOOL OF BUSINESS Berkeley, California <i>For the campuswide public and nonprofit management planning program</i>	25,000		25,000	
■ CALIFORNIA ENVIRONMENTAL TRUST San Francisco, California <i>For general support of the Bay Vision 2020 Action Coalition</i>	100,000		100,000	
■ CENTER FOR RESPONSIVE GOVERNMENT Los Angeles, California <i>For general support of the California Citizens' Budget Commission</i>	150,000		75,000	75,000
CONSTITUTIONAL RIGHTS FOUNDATION Los Angeles, California <i>For general support of Youth Service California (Awarded in 1990 for \$80,000)</i>		30,000		30,000
■ GOLDEN GATE NATIONAL PARK ASSOCIATION San Francisco, California <i>For general support of the Presidio planning process</i>	50,000		50,000	
UNIVERSITY OF SAN FRANCISCO, INSTITUTE FOR NONPROFIT ORGANIZATION MANAGEMENT San Francisco, California <i>For the Bay Area portion of the California Nonprofit Database Project (Awarded in 1990 for \$75,000)</i>		37,000	37,000	

Regional Grants: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
■ SAN FRANCISCO FOUNDATION San Francisco, California <i>For general support of the Bay Area Strive for Five Campaign</i>	25,000		25,000	
■ UNITED WAY OF FRESNO COUNTY Fresno, California <i>For freeze relief in the Central Valley</i>	15,000		15,000	
TOTAL REGIONAL GRANTS	\$4,260,000	\$2,393,000	\$4,609,000	\$2,044,000

Special Projects

Special Projects: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
<i>Public Policy</i>				
■ AMERICAN ENTERPRISE INSTITUTE FOR PUBLIC POLICY RESEARCH Washington, D.C. <i>For general support</i>	\$150,000		\$50,000	\$100,000
BROOKINGS INSTITUTION Washington, D.C. <i>For general support</i> <i>(Awarded in 1990 for \$800,000)</i>		600,000	200,000	400,000
■ CATO INSTITUTE Washington, D.C. <i>For general support</i>	150,000		50,000	100,000
■ CENTER ON BUDGET AND POLICY PRIORITIES Washington, D.C. <i>For general support</i>	225,000		75,000	150,000
COMMITTEE FOR ECONOMIC DEVELOPMENT New York, New York <i>For general support of ongoing public education, policy research, and outreach programs</i> <i>(Awarded in 1989 for \$270,000)</i>		90,000	90,000	
ETHICS AND PUBLIC POLICY CENTER Washington, D.C. <i>For general support</i> <i>(Awarded in 1989 for \$150,000)</i>		50,000	50,000	
INSTITUTE FOR INTERNATIONAL ECONOMICS Washington, D.C. <i>For general support</i> <i>(Awarded in 1988 for \$450,000)</i>		150,000	150,000	

■ Grants newly authorized in 1991 are highlighted by square boxes.

Special Projects: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
JOINT CENTER FOR POLITICAL AND ECONOMIC STUDIES Washington, D.C. <i>For general support</i> <i>(Awarded in 1989 for \$375,000)</i>		175,000	100,000	75,000
NATIONAL BUREAU OF ECONOMIC RESEARCH Cambridge, Massachusetts <i>For general support</i> <i>(Awarded in 1989 for \$300,000)</i>		200,000	100,000	100,000
OVERSEAS DEVELOPMENT COUNCIL Washington, D.C. <i>For general support</i> <i>(Awarded in 1988 for \$600,000)</i>		150,000	150,000	
RAND CORPORATION Santa Monica, California <i>For general support</i> <i>(Awarded in 1989 for \$300,000)</i>		100,000		100,000
UNIVERSITY OF SOUTHERN CALIFORNIA, SCHOOL OF PUBLIC ADMINISTRATION Sacramento, California <i>For the California Policy Choices program</i> <i>(Awarded in 1988 for \$310,000)</i>		145,000	75,000	70,000
STANFORD UNIVERSITY Stanford, California <i>For general support of the Center for Economic Policy Research</i> <i>(Awarded in 1990 for \$300,000)</i>		200,000	100,000	100,000
URBAN INSTITUTE Washington, D.C. <i>For general support</i> <i>(Awarded in 1987 for \$1,000,000)</i>		200,000	200,000	

Nonprofit Service Organizations

FOUNDATION CENTER New York, New York <i>For general support</i> <i>(Awarded in 1990 for \$150,000)</i>		105,000	50,000	55,000
■ INVESTMENT FUND FOR FOUNDATIONS Washington, D.C. <i>For general support</i>	100,000		50,000	50,000
■ PHELPS-STOKES FUND New York, New York <i>For the Foundation Project's management study</i>	8,500		8,500	

Special Projects: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
VOLUNTEER Arlington, Virginia <i>For general support</i> <i>(Awarded in 1987 for \$200,000)</i>		40,000	40,000	
YALE UNIVERSITY, INSTITUTE FOR SOCIAL AND POLICY STUDIES New Haven, Connecticut <i>For general support of the Program on Non-Profit Organizations</i> <i>(Awarded in 1989 for \$300,000)</i>		100,000	100,000	
Prosocial Development				
DEVELOPMENTAL STUDIES CENTER San Ramon, California <i>For general support of the Child Development Project</i> <i>(Awarded in 1990 for \$1,358,000)</i>		679,000	679,000	
■ <i>For the first year of the five-year expansion of the Child Development Project</i>	500,000		500,000	
International Security				
UNIVERSITY OF CALIFORNIA, LOS ANGELES Los Angeles, California <i>For general support of the Center for International and Strategic Affairs</i> <i>(Awarded in 1990 for \$300,000)</i>		200,000		200,000
■ CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES Washington, D.C. <i>For general support</i>	350,000		150,000	200,000
HARVARD UNIVERSITY Cambridge, Massachusetts <i>For general support of the Center for Science and International Affairs</i> <i>(Awarded in 1988 for \$300,000)</i>		100,000	100,000	
INSTITUTE FOR EAST-WEST SECURITY STUDIES New York, New York <i>For general support</i> <i>(Awarded in 1989 for \$225,000)</i>		75,000	75,000	
INTERNATIONAL INSTITUTE FOR STRATEGIC STUDIES London, England <i>For general support</i> <i>(Awarded in 1988 for \$450,000)</i>		150,000	150,000	

Special Projects: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
MASSACHUSETTS INSTITUTE OF TECHNOLOGY Cambridge, Massachusetts <i>For general support of the Defense and Arms Control Studies Program (Awarded in 1989 for \$600,000)</i>		200,000	200,000	
STANFORD UNIVERSITY Stanford, California <i>For general support of the Center for International Security and Arms Control (Awarded in 1987 for \$800,000)</i>		200,000	200,000	
<i>Literacy</i>				
■ APPLIED BEHAVIORAL AND COGNITIVE SCIENCES, INC. El Cajon, California <i>To implement the recommendations of the California Workforce Literacy Task Force</i>	50,000		50,000	
BUSINESS COUNCIL FOR EFFECTIVE LITERACY, INC. New York, New York <i>For general support (matching grant) (Awarded in 1989 for \$100,000)</i>		47,000	47,000	
CENTER FOR APPLIED LINGUISTICS Washington, D.C. <i>For general support of the National Clearinghouse on Literacy Education (Awarded in 1990 for \$300,000)</i>		200,000	100,000	100,000
■ CENTER FOR WORKING LIFE Oakland, California <i>For the Worklife Education Resource Center</i>	150,000		60,000	90,000
LITERACY SOUTH Raleigh, North Carolina <i>For general support (Awarded in 1990 for \$375,000)</i>		250,000	125,000	125,000
■ LITERACY VOLUNTEERS OF AMERICA, CALIFORNIA Berkeley, California <i>For general support</i>	30,000		30,000	

Special Projects: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
■ LITERACY VOLUNTEERS OF AMERICA, INC. Syracuse, New York <i>For general support of the national office</i>	420,000		140,000	280,000
■ SOUTHPORT INSTITUTE FOR POLICY ANALYSIS Washington, D.C. <i>For general support of literacy work</i>	200,000		200,000	
SOUTHWESTERN UNIVERSITY Georgetown, Texas <i>For general support of the Partners in Reading project (Awarded in 1989 for \$150,000)</i>		100,000	50,000	50,000
WORK IN AMERICA INSTITUTE Scarsdale, New York <i>For the Job-Linked Literacy Program study (Awarded in 1989 for \$300,000)</i>		200,000	100,000	100,000

Earthquake Recovery

COMMUNITY HOUSING IMPROVEMENT SYSTEMS AND PLANNING ASSOCIATION, INC. Salinas, California <i>For general support of earthquake recovery and development projects (Awarded in 1990 for \$125,000)</i>		75,000		75,000
EL PAJARO COMMUNITY DEVELOPMENT CORPORATION Watsonville, California <i>For general support of earthquake recovery and development programs (Awarded in 1990 for \$120,000)</i>		70,000	40,000	30,000
■ STANFORD UNIVERSITY Stanford, California <i>To support reconstruction of Memorial Church</i>	1,000,000		1,000,000	

Special Projects: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
<i>Other</i>				
AMERICAN ACADEMY OF ARTS AND SCIENCES				
Cambridge, Massachusetts				
<i>For general support</i>				
<i>(Awarded in 1989 for \$600,000)</i>				
		360,000	120,000	240,000
■ AMERICAN CONSERVATORY THEATER				
San Francisco, California				
<i>For general support</i>				
	500,000		200,000	300,000
■ AMERICAN PHILOSOPHICAL SOCIETY				
Philadelphia, Pennsylvania				
<i>For the Benjamin Franklin Hall project</i>				
	50,000		50,000	
■ AMERICAN UNIVERSITY OF BEIRUT				
New York, New York				
<i>To support strategic planning and the development of conflict resolution studies</i>				
	150,000		150,000	
CALIFORNIA HISTORICAL SOCIETY				
San Francisco, California				
<i>For general support</i>				
<i>(Awarded in 1990 for \$100,000)</i>				
		50,000	50,000	
■ CENTER FOR RESPONSIVE GOVERNMENT				
Los Angeles, California				
<i>For general support of the California Commission on Campaign Financing</i>				
	375,000		125,000	250,000
EXPLORATORIUM				
San Francisco, California				
<i>For partial support of planning efforts for a capital campaign</i>				
<i>(Awarded in 1988 for \$500,000)</i>				
		201,000		201,000
GRADUATE THEOLOGICAL UNION				
Berkeley, California				
<i>For the automation project of the Flora Lamson Hewlett Library</i>				
<i>(Awarded in 1989 for \$300,000)</i>				
		100,000	100,000	
■ INTERNATIONAL HOUSE BERKELEY				
Berkeley, California				
<i>For a campaign feasibility study</i>				
	22,000		22,000	
MENLO SCHOOL AND COLLEGE				
Atherton, California				
<i>For general support of the faculty development program</i>				
<i>(Awarded in 1989 for \$300,000)</i>				
		100,000	100,000	

Special Projects: Organizations (by Category)	Grants Authorized 1991	Unpaid Grants 1/1/91	Payments Made 1991	Unpaid Grants 12/31/91
■ NATIONAL PUBLIC RADIO Washington, D.C. <i>For general support</i>	225,000		75,000	150,000
RESEARCH CORPORATION Tucson, Arizona <i>To support faculty research in the natural sciences at liberal arts colleges (Awarded in 1989 for \$450,000)</i>		150,000	150,000	
■ SMITHSONIAN INSTITUTION Washington, D.C. <i>For management consultation at the National Museum of Natural History</i>	200,000		200,000	
TOTAL SPECIAL PROJECTS	\$4,855,500	\$5,812,000	\$6,976,500	\$3,691,000
SUBTOTAL: 1991 GROSS AUTHORIZATIONS AND PAYMENTS	\$34,921,500		\$37,457,500	
<i>Less Cancellations</i>	(46,000)			
<i>Less Refunds</i>	<u>(7,503)</u>		<u>(7,503)</u>	
GRAND TOTAL: ALL PROGRAM AREAS	\$34,867,997	\$39,056,000	\$37,449,997	\$36,474,000

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 the President. 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 support of organizations active in its main programs. One exception is the regional grants program, under which the Foundation will make 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 those requests that seem 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 or loans to individuals; grants for basic research; capital construction funds; grants in the medical or health-related fields; or general fundraising drives. It will not make 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

Balance Sheet

	December 31	
	1991	1990
<i>ASSETS</i>		
Investment assets at market value:		
Hewlett-Packard Company common stock	\$254,619,000	\$218,503,000
Other equities	156,118,000	69,961,000
Fixed income securities	317,196,000	259,290,000
Money market fund	3,402,000	8,117,000
Receivables for interest, dividends, and pending security transactions	19,039,000	3,501,000
	750,374,000	559,372,000
Cash	32,000	55,000
Program related loan receivable	2,000,000	
Other assets	307,000	366,000
	<u>\$752,713,000</u>	<u>\$559,793,000</u>
<i>LIABILITIES AND FOUNDATION PRINCIPAL</i>		
Accounts payable and other liabilities	\$ 685,000	\$ 310,000
Grants payable	36,474,000	39,056,000
Deferred federal excise tax	3,884,000	3,331,000
	41,043,000	42,697,000
Foundation principal	711,670,000	517,096,000
	<u>\$752,713,000</u>	<u>\$559,793,000</u>

See accompanying notes to financial statements on pp. 84–85.

Statement of Income, Expenses, and Changes in Foundation Principal

	Year Ended December 31	
	1991	1990
Revenue:		
Interest	\$ 23,524,000	\$ 22,856,000
Dividends	6,302,000	5,537,000
	<u>29,826,000</u>	<u>28,393,000</u>
Expenses:		
Administrative expenses	2,196,000	2,094,000
Investment management expenses	1,335,000	1,015,000
	<u>3,531,000</u>	<u>3,109,000</u>
Excess of revenue over expenses	26,295,000	25,284,000
Net gain (loss) on investment portfolio	205,115,000	(113,577,000)
Federal excise tax (expense) credit on investment income	(1,968,000)	1,102,000
	<u>229,442,000</u>	<u>(87,191,000)</u>
Grants authorized	(34,868,000)	(34,972,000)
Excess of income (expenses) for the year	194,574,000	(122,163,000)
Foundation principal at beginning of year	517,096,000	639,259,000
Foundation principal at end of year	<u>\$ 711,670,000</u>	<u>\$ 517,096,000</u>

See accompanying notes to financial statements on pp. 84–85.

Statement of Changes in Cash

	Year Ended December 31	
	1991	1990
<i>SOURCES OF CASH</i>		
Excess of revenue over expenses	\$26,295,000	\$25,284,000
Net liquidation of securities, including gain thereon	14,130,000	14,232,000
Other	152,000	166,000
	<u>40,577,000</u>	<u>39,682,000</u>
 <i>USES OF CASH</i>		
Payments on grants	37,450,000	39,083,000
Program related loan	2,000,000	
Payment of federal excise tax on income	1,136,000	587,000
Capital asset additions	14,000	17,000
	<u>40,600,000</u>	<u>39,687,000</u>
 Decrease in cash	<u><u>(\$23,000)</u></u>	<u><u>(\$5,000)</u></u>

See accompanying notes to financial statements on pp. 84–85.

Notes to Financial Statements

December 31, 1991 and 1990

NOTE 1

Investments

Investments are carried at market value. 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 Foundation held 4,467,000 shares of Hewlett-Packard Company stock (approximately 1.8% of that Company's total outstanding shares) with a market price of \$57.00 per share at December 31, 1991. At December 31, 1990 the Foundation held 6,855,000 shares with a market price of \$31.875 per share.

The fixed income portfolio at December 31, 1991 consisted primarily of U.S. Government and government agencies securities.

The cost of investments held at the end of each year was \$549,509,000 in 1991 and \$501,381,000 in 1990. Net gain (loss) on investment portfolio includes realized gains of \$62,241,000 in 1991 and \$22,986,000 in 1990.

NOTE 2

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, 1991 are payable as follows:

<u>Year Payable</u>	<u>Amount</u>
1992	\$21,269,000
1993	13,753,000
1994 and thereafter	1,452,000
	<u>\$36,474,000</u>

The Foundation ordinarily makes its grants to organizations that qualify as public charities under the Internal Revenue Code. When distributions are made to non-qualifying organizations, the Foundation assumes the responsibility for ultimate public charity use.

NOTE 3

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's payout was sufficient in both 1991 and 1990 to qualify for the reduced tax rate.

Deferred federal excise tax arises from unrealized gains on investments and is provided at the rate in effect at the time the unrealized gains or losses are recognized.

The provisions for federal excise tax were as follows:

	1991	1990
Current	\$1,415,000	\$595,000
Deferred	553,000	(1,697,000)
	<u>\$1,968,000</u>	<u>(\$1,102,000)</u>

REPORT OF INDEPENDENT ACCOUNTANTS

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

FEBRUARY 28, 1992

In our opinion, the accompanying balance sheet and the related statements of income, expenses and changes in Foundation principal and of changes in cash present fairly, in all material respects, the financial position of The William and Flora Hewlett Foundation (the Foundation) at December 31, 1991 and 1990, and the results of its operations and its changes in cash for the years then ended, in conformity with generally accepted accounting principles. 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 generally accepted auditing standards 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 the opinion expressed above.

PRICE WATERHOUSE
SAN JOSE, CALIFORNIA

Price Waterhouse

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Design & Production:
Editorial Design / Joy Dickinson

Printed on Recycled Paper

THE WILLIAM AND FLORA HEWLETT FOUNDATION

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Menlo Park, California 94025-3495
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