

Report on 2015 Direct Charitable Activities

Direct charitable activities (DCAs) are philanthropic activities that the foundation engages in directly, rather than by making grants to grantees. Under IRS regulations, the expenses associated with DCAs count as part of a foundation's qualifying distributions and must be reported annually on IRS Form 990-PF.

In 2015, foundation-wide expenses for DCAs totaled \$6,531,335 for 115 projects. This is a nine percent decrease in total dollars since last year and an eight percent increase in the number of projects. The most common uses of DCAs were conducting research, convening conferences, providing technical assistance to grantees, and disseminating research findings. This report provides details of DCA expenses by program and describes DCA projects with expenses greater than \$100,000.

Program: Cyber

Active Projects: 3

DCA Expenses: \$204,366

Project to Survey Policymaker Views on Cybersecurity Research (\$131,372)

Research Triangle Institute (RTI) will collect information from key stakeholders/constituencies of the Hewlett Foundation's Cyber Initiative (i.e., policy makers, policy influencers, and other stakeholders) who would be involved in deciding whether and how to implement or use new cybersecurity information or solutions. Report will be issued to Hewlett and shared with public.

Program: Education

Active Projects: 62

DCA Expenses: \$2,810,560

2015 Deeper Learning / Flex Meetings (\$181,755)

To conduct educational conferences and seminars, provide technical advice, and promote information sharing between grantees and other charitable organizations and to publish and disseminate to the education community and the public, results of reports and research that show how deeper learning is an attainable and necessary goal for all students.

2015 OER Grantees Conference (\$112,500)

The Institute for the Study of Knowledge Management in Education (ISKME) shall host, coordinate, and facilitate the annual OER Grantees Meeting in Sausalito, California to advance the field of OER. Participants will include Hewlett Foundation OER grantees, field experts, and enthusiasts.

EdCounsel 2015 Policy Framework to Advance Deeper Learning (\$162,497)

Consultant shall assist the Hewlett Foundation and its core grantees expand capacity to identify, define, support, field build, position, and advance deeper learning policies across a range of national, state, and local reform opportunities, including a focus on specific measurable objectives.

Education Travel and Learning Fund 2015 (\$134,158)

The Education Travel and Learning Fund (Education-TLF) was created to meet the Foundation's goal to promote greater cross-regional learning and exchange among grantees working in diverse sectors and world regions. To achieve this goal without creating an administrative burden to foundation staff, IIE, as the foundation's contractor, will assume

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much of the financial, administrative and logistical support functions for travel and learning activities.

EducationFirst Consulting - 2015 Deeper Learning Grantee Meeting (\$165,869)

Consultant shall provide services to develop the plans for and implement the 2015 annual Deeper Learning Grantee Meeting to be held at High Tech High Graduate School of Education in San Diego, CA on October 27-30, 2015. Invitees include a broad spectrum of education stakeholders, including grantees, facilitators, and speakers who will confer on the deeper learning movement.

ISKME 2016 OER Grantees Conference (\$162,800)

The Institute for the Study of Knowledge Management in Education (ISKME) shall host, coordinate, and facilitate the annual OER Grantees Meeting in New Orleans, Louisiana to advance the field of OER. Participants will include Hewlett Foundation OER grantees, field experts, and enthusiasts.

REACH Strategies Communication Plan 2015 (\$185,000)

Consultant shall assist the Hewlett Foundation and its grantees ensure the effectiveness of the communications component of Deeper Learning in the field, including the following services: 1. Leveraging Shared Communications Strengths; 2. Targeted Storytelling – Building the Outcomes Case; 3. Harnessing the Social Media Capital of Deeper Learning Reformers; 4. On-Call Support for the Hewlett Deeper Learning Team; and 5. Maintain Measurement Dashboard.

The Common Pool, Item Development Program (\$135,000)

Consultant shall design, develop and oversee the launch of a program to invite educators and others to submit innovative testing items to an online platform. The platform will provide the two major assessment consortia-the Partnership for Assessment of Readiness for College and Careers, and the Smarter Balanced Assessment Consortium-with new testing items as they transition states to online assessments aligned with the Common Core State Standards.

Zero-Textbook-Cost College Degrees Strategy (\$153,000)

Consultant shall work to develop a multi-funder strategy for zero-textbook-cost college degrees (ZTC degrees). The project will help the field support the creation of ZTC college degrees in the U.S. Activities and deliverables will include research on the context, conversations with interested partners and implications for the ZTC college degree strategy based on those conversations, and a public strategy document for the field.

Program: Environment

Active Projects: 3

DCA Expenses: \$363,552

Climate Change Initiative (\$205,331)

To promote responsible energy development to include fuel efficiency and air quality by hosting conferences and meetings and commissioning papers and reports to develop strategies for distribution to NGOs, the media and other interested parties in the field. And to address global climate change by hosting conferences and meetings with experts in the field to discuss climate change and global warming related issues. In addition, to commission papers and reports to develop strategies on addressing global warming problems for distribution to media, NGOs, and officials.

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Special Initiative: Increase Clean Transportation 2015 (\$103,377)

To promote sustainable transportation in developing countries, such as Mexico and Brazil, as well as the U.S., by hosting conferences and meetings to discuss, among other, global air quality standards and issues; international strategies for Bus Rapid Transit and general public transportation systems; and fuel efficiency. In addition, to commission papers and reports to develop strategies for distribution to NGOs, the media and other interested parties.

Program: Global Development and Population

Active Projects: 20

DCA Expenses: \$1,342,123

Getty Images: photos of women in informal employment settings (\$360,000)

Getty Images will assign photographers to travel to six countries to capture images that portray empowered women in developing countries, with a particular focus on workers (especially women) engaged in informal employment. These images will be made available for the foundation, Women in Informal Employment Globalizing and Organizing (WIEGO), a grantee; and other organizations to use to advance their work to improve the lives of informal workers and their families.

Purpose Campaigns, LLC: for a participation framework to build and scale effective social movements for government accountability (\$200,000)

Consultant shall provide the stakeholders in the transparency, accountability and participation community a framework to understand the necessary conditions for public participation initiatives to emerge, scale, and have impact in Global South democracies and a set of recommendations that are specific to the Mexican context which will help the key stakeholders use that understanding to build and support citizen participation in different local and national contexts as a way to ensure government accountability.

Reboot Design, LLC project 'Demystifying Public Sector Innovation' (\$150,000)

Using lessons learned from a process evaluation of the Mexico 'Change Agents' program, Reboot Design, LLC (the 'Consultant') will develop a strategic communications plan and develop communications materials for the international open government community. Further, the Consultant will, along with other stakeholders within the open government community, assist with dissemination of these materials widely among organizations, researchers and other open government practitioners and share these lessons with the broader open government community in order for them to better understand and document the institutional, cultural, and sociopolitical factors that influence whether and how structured innovation processes can achieve their goals within government.

Program: Madison

Active Projects: 4

DCA Expenses: \$257,071

Center for Evaluation Innovation: U.S. Democracy Systems Mapping and Learning Agenda Development (\$149,625)

To support the Center for Evaluation Innovation in developing systems maps and a corresponding learning agenda to support democracy reform efforts by the field. The systems maps will be developed based on input from a range of organizations and then shared and further refined with their input at our October convening, where we expect 30-40 different organizations to be participating. The refined system maps and a stage setting document will be shared with the broader field, and a learning agenda will subsequently also result.

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Program: Performing Arts

Active Projects: 7

DCA Expenses: \$192,207

Capacity Building Demographic Analysis (\$103,581)

To provide technical assistance for up to sixty Performing Arts grantee organizations, by providing capacity building skills and knowledge, which will:

- improve their ability to conduct demographic research about their audiences/participants
- apply the results of their research to increase their effectiveness.

Program: Philanthropy

Active Projects: 5

DCA Expenses: \$266,275

Evaluation Matching Funds 2015 (\$190,158)

The Evaluation Matching Funds will support a number of evaluation projects that include the provision of expert technical advice and recommendations for increasing grantee accomplishments, which will be developed based on evaluation data and findings highlighting successes and challenges. Evaluation projects will also include sharing and discussion with grantees of findings and their implications as well as more formal publication and dissemination of the evaluation findings in an effort to inform practices in the respective fields more broadly.

Program: Special Projects

Active Projects: 10

DCA Expenses: \$421,033

Documentary film project of the Hewlett Foundation history (\$134,789)

To produce a documentary film about the history of the Hewlett Foundation to share the knowledge of the foundation and its successes with the field of philanthropy. This knowledge and the lessons learned will benefit the grantees and other nonprofits in the field.

Serving Bay Area Communities

Active Projects: 1

DCA Expenses: \$674,152

IDEO LP pilot of School Retool (\$600,000)

School Retool is a DIY approach used to guide school leaders to build Deeper Learning in their schools. This pilot will be conducted with 15-20 principals in the Bay Area.