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THE WILLIAM AND FLORA  
HEWLETT FOUNDATION  
ANNUAL REPORT 1982

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**T**he 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.

*More particularly, to date the Foundation has concentrated its resources on activities in the performing arts; education, particularly at the university and college level; population issues; and environmental issues.* Some sub-areas of particular 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 modest 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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HEWLETT FOUNDATION  
ANNUAL REPORT 1982

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# B O A R D O F D I R E C T O R S

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The past several decades of increasing affluence have enabled the nation to embrace one worthy goal after another, with little threat to previously established priorities. Our affluence also made it possible for each of us to transfer personal responsibility for meeting our nation's goals to agencies of government or other organizations of society. Our charitable responsibilities were handled largely by social agencies, government programs, or by traditional religious organizations. The costs for protection of the environment were ignored, handled by government units, or allocated to industry. Ultimately, of course, the costs of these transfers made their way to the individual. But the distance between the decisions and their impact dulled our sensitivity to the need for choices or, indeed, any sense of responsibility for having made choices. The ease with which the government or the Congress is made the villain for the size of government vividly illustrates this lack of awareness of individual accountability for national choices.

Our present travail, like one's own impending hanging, as Samuel Johnson observed, "enormously concentrates the mind." The federal budget is the current and most visible object of our national debate about priorities. Far from being an accounting exercise, the budget reflects to some degree our national purposes. It makes demands upon the nation's resources, and it determines the relative importance of the various government functions. The budget is also significant for its omissions: those responsibilities it leaves to state and local governments and to the private sector.

The current economic condition is but one of many factors that have brought national decisionmaking to the center of our attention. There has been a discernible concern with the size and effectiveness of the federal government and the reallocation of responsibilities to other levels of government and to the private sector. The generally recognized problems of our public schools, the rising cost of health care, the effectiveness of our welfare policies and practices, the stability of our social security system, and the intelligent use and protection of our natural resources raise fundamental questions about the nation's intentions with respect to education, the ill, the poor, the aged, and future generations. The decline of the relative economic importance of the United States and its increasing dependence on world trade have made us aware of the importance of industrial productivity and our uncertain ability to compete, and conscious of the need to examine development policies here and abroad. Foreign policy, traditionally a nonpartisan matter and left to experts by and large, has moved up perceptibly on the agenda of the public. National security policy is undergoing more public scrutiny now, brought about largely by an increased awareness of the threat of nuclear war, the costs of the arms race, and the increasing instability of critical regions.

These problems are complex; they are interrelated; they involve strong special interests. If we are to preserve our basic commitment to the democratic process, solutions will require effective performance on the part of the decisionmaking bodies the people have established and intelligent participation of the public at large. Given the urgency, complexity, and central importance of these and other issues, it is important to reflect on conditions that must be met if decisionmaking processes are to result in policies that are both sound intellectually and supported by the people. Three interrelated requirements suggest themselves: a heightened sense of national interest; confidence in the nation's commitment to fairness; and credible leadership.

For sound decisionmaking, there must be an increased public sense of the common good that supercedes special interests. Partisanship and special pleading play a role in developing wise policies. But they can become crippling in the presence of large, interrelated, complex, and urgent problems. Fortunately, the very complexity and interdependence of these problems may accelerate our understanding of the presence of an overriding national interest. We cannot be secure if we are poor; we cannot compete successfully if we lack a healthy and educated population. *It is not in our national interest to have a society that is unstable and tension-ridden because it neglects the needs and aspirations of important segments of its population: the aged, the sick, the structurally unemployed, and the poor.*

Increased acceptance of the importance of national interest depends heavily on the public's confidence in the nation's commitment toward fairness. For example, the distribution of hardship in the economic recovery process must be perceived as equitable. If, as is inevitable, the discomfort is unevenly distributed, this imbalance must be perceived as being dictated by the national interest, as being temporary and *not* the result of unequal power.

The successful solution of national problems requires credible leadership from government officials and leaders in the major sectors of our society: business, education, health, and human services. Surveys of public confidence in various leadership groups show a steady deterioration for all categories. This is a serious problem under any set of circumstances, but it is of enormous importance now. Public trust in the wisdom, integrity, and competence of leadership and in its commitment to the national interest is essential to sound decisionmaking. The vulnerability, particularly but not exclusively of political leaders, to the wishes and power of special and limited interest groups is a threat to commitment to the common good and to general public confidence.

### The Process of Decisionmaking

This description of the fundamental task for the nation and the ingredients necessary for successful national performance with respect to it, inevitably invites examination of the process of decisionmaking itself. Crucial to the process of effective problem-solving is public understanding that any proposed solution to national problems will have its costs and its benefits. For example, each of the options available for the preservation of our social security system has costs to some segments of our society and benefits to others. The same is true for methods to increase our nation's productivity and its capacity to compete in world commerce. While this conception is generally understood, there is reason to doubt that it has a significant influence on our behavior.

We resist an emphasis on costs and benefits and the interdependence of problems; it complicates the process of making choices. We have a long-standing preference for simple solutions and for being satisfied with simple answers. We gravitate towards leaders who give the appearance of mastery by the simplicity of their argument; we avoid those who emphasize complexity and the numerous and often conflicting consequences of following certain options. We are attracted to groups which serve our parochial interests. We join others to elect officials who reflect our desires, often on the basis of their positions on single issues. Only when the basic fact that any proposed solution will involve both costs and

benefits is broadly understood as being intrinsic to our situation will the public be able to participate intelligently in the problem-solving process. Such understanding is vital if we are to avoid the perils of demagogy or the inordinate influence of single-issue specialists.

### Implications for Philanthropy

I have suggested that the nation is confronting problems of enormous significance for all segments of society and that it is engaged in reexamining its priorities and choosing among solutions to problems in terms of their costs and their benefits. This suggestion provides a framework within which to examine our activities. It invites us to give special attention to projects or programs that show promise of enhancing our sense of national interest, for increasing public confidence in the fairness of national decisions, and for increasing the credibility of leadership. It implies the importance of programs or projects that will improve the process of collective decisionmaking itself.

Our understanding of the problems on the nation's agenda is still limited. We know less than we need about structural unemployment, international finance, or the most effective ways to manage our health and welfare system, to name just a few of the areas in which more knowledge is needed. We can meet this need by supporting institutions that do high-quality, objective research that provides decisionmakers and the public with a thorough understanding of public policy options.

There is perhaps no subject in greater need of increased understanding than that of national security. The interested and concerned citizen finds himself or herself confronted with two essentially unsatisfactory choices: joining fellow citizens around an emotionally appealing posture which reflects our basic impulses but has ambiguous policy implications or being overwhelmed by the arcane terminology of defense *experts*. Centers independent of the defense establishment that study security and arms control options are few in number and are understaffed and undersupported. As a result, the nation is deprived of their capacity to inform policymakers and the public.

In spite of increasing reference to the interdependence of the United States with the economic, political, and social movements of other nations, our national understanding of this interaction is imperfect and inadequately reflected in our national debates. Increased understanding of the international dimensions of our lives is clearly needed. We have neglected those instruments whose task it is to increase our knowledge of other countries. Agencies which have undertaken to increase public understanding of international affairs clearly warrant our greater support.

Current conditions place a heavy burden on our nation's legislative and judicial processes. They frequently are not the most effective modes of resolving conflicts. Organizations with heterogeneous memberships, whose task it is to build consensus among members, need encouragement and assistance. There are an increasing number of groups that are developing techniques for avoiding conflict, or resolving it when it occurs. These organizations are typically new, understaffed, and lack the means to support themselves. These organizations commend themselves for special attention. More traditional dispute resolution institutions are beginning to experiment with new techniques, and these too need encouragement. The



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# P R E S I D E N T ' S                      S T A T E M E N T

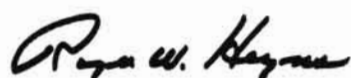
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modest success of the National Commission on Social Security in achieving consensus on the broad outline of a solution to the problems of our social security system encourages one to explore the possibility of similar mechanisms in other disputes.

Foundations have had experience with leadership training activities and with projects to improve management skills and/or organizational effectiveness. These clearly continue to be relevant to the problem of confidence in leadership in general. Efforts to increase the credibility of political leadership have not been the focus of our attention in the past. However, the established capacity of foundations to find ways to be useful can be applied to this problem. For example, one promising subject that lends itself to our immediate attention is that of campaign financing. The present mode has two harmful effects on the credibility of elected officials: it has the potential for undue influence on government officials by special sources of support and, even more important, it raises questions about the objectivity of elected officials even where special influence has not determined their behavior.

The nation's ability to solve problems successfully will depend on the stability of society. The economic situation has produced serious and harmful effects on certain segments of society. These threaten the fabric of social trust and confidence. Serious consideration of some options will undoubtedly exacerbate these tensions. These observations have two consequences for foundations. We should be sensitive to the health of institutions that provide essential human services. While our collective resources cannot supplant government support, we can help to retain sufficient strength in these organizations for them to survive until other help comes. Second, we should organize ourselves to be able to respond to extreme emergencies. While clearly stated and stable program interests are necessary for effective philanthropy, we should retain our ability to respond to emergency needs. This flexibility may be desirable at any time, but it now has the particular purpose of preserving the stability the society needs as it performs the critical decisionmaking tasks described above.

A reconstituted consensus on the nation's goals requires a renewed awareness of the national interest, a commitment to fairness, and credible leadership. It invites us to examine the adequacy of our decisionmaking processes. It is neither possible nor desirable for any philanthropic organization, including this one, to pursue all of the implications of this perspective. I do suggest, however, that it is salutary for each of us to examine the relevance of our activities to the national agenda.



December 1982

Roger W. Heyns



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## PROGRAM AND NEW GRANT DESCRIPTIONS

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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 is 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.

E D U C A T I O N



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 within the programs described below. For the few made outside these programs, preference is generally given to umbrella organizations that serve a number of institutions.

To assist selective private liberal arts colleges, the Foundation, jointly with the Andrew W. Mellon Foundation, has established a program to endow presidential discretionary funds. These grants are intended to ensure the colleges' capacity for self-renewal despite periods of budgetary stringency and will be used principally, but not exclusively, for faculty and curriculum development. To minimize unrewarded effort on the part of applicants, participation in this program is by invitation only. An advisory committee assists the two foundations in selecting participants.

The Hewlett Foundation and The Bush Foundation of St. Paul, Minnesota, have made a joint commitment to a \$10 million program of challenge grants to help private black colleges complete their capital campaigns. This program is administered by The Bush Foundation.

The Foundation's assistance to research universities has been focused in three areas: research libraries, scholarly publishing, and international and area studies. With respect to research libraries, the Foundation's grants reflect the conviction that only through collaboration can major libraries hope to provide services, build collections, and preserve deteriorating materials without being overwhelmed by spiraling costs. In general, the Foundation will 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. Because the demand for even the best scholarly books is necessarily limited, the presses often require substantial subsidies from their parent universities. The Foundation is interested in proposals that promise benefits to presses generally.

The Foundation provides support for international and area studies in selected major research universities, through grants to endow discretionary funds. Participation in this program also is by invitation.

The Foundation makes grants to strengthen the teaching and research programs of U.S. academic institutions focused on United States and Mexico relations. The Foundation is concentrating on comprehensive research and teaching programs in contrast to projects of limited duration and scope. Of particular concern will be cooperation among research programs, improved communication between consumers and providers of policy research, and attention to regional and local concerns, including involvement of local educators and journalists.

The need to improve the public's capacity to understand and deal effectively with the rest of the world poses a major challenge for the United States. The Foundation is supporting efforts by the World Affairs Council, Stanford University, Global Perspectives in Education, and the University of California, Berkeley to implement a strategy that will draw a broad array of Bay Area leaders and organizations into an integrated effort to stimulate the public's interest in and understanding of international affairs.

The Foundation is interested in increasing the number of minority engineers and scientists. The Foundation supports MESA (Mathematics, Engineering, Science Achievement), a program that increases the motivation and preparation of pre-college students at more than ninety high schools in California.

The Foundation has established a new program to assist public education. Consistent with other Foundation programs, the emphasis will be on improving schools and districts as institutions rather than on individual research, curriculum, or service programs. The Foundation is particularly interested in using university and college resources as part of a strategy of school improvement and in reforming education policy at the state level. In the initial phase of the program, most of the Foundation's effort is expected to be in California.

Although the Foundation has an interest in theological education, for the next few years only activities that serve a number of institutions simultaneously will be considered.

The Foundation does not encourage requests to fund student aid, construction, equipment purchases, education research, basic scientific research, health research, or health education programs. Nor can it consider requests involving kindergarten through twelfth grade except as these may explicitly relate to other Foundation objectives.

LIBERAL ARTS COLLEGE SELF-RENEWAL

LIBERAL ARTS COLLEGE  
SELF-RENEWAL PROGRAM  
\$1,312,500, to be matched

Albion College, Albion, Michigan	\$75,000
Allegheny College, Meadville, Pennsylvania	87,500
Bucknell University, Lewisburg, Pennsylvania	100,000
College of Wooster, Wooster, Ohio	100,000
Colorado College, Colorado Springs, Colorado	87,500
Dickinson College, Carlisle, Pennsylvania	87,500
Kenyon College, Gambier, Ohio	100,000

These grants, combined with an equal amount from the Andrew W. Mellon Foundation and matched at the college's choice of a two-to-one or a three-to-one ratio, will create a presidential discretionary fund endowment. The income from this endowment will be limited to faculty and curriculum development and other activities necessary to institutional vitality but difficult to fund in periods of financial stringency.

Lake Forest College, Lake Forest, Illinois	75,000
Mount Holyoke College, South Hadley, Massachusetts	125,000
Ohio Wesleyan College, Delaware, Ohio	100,000
Pomona College, Claremont, California	100,000
Reed College, Portland, Oregon	87,500
St. Olaf College, Northfield, Minnesota	100,000
Wheaton College, Norton, Massachusetts	87,500

PRIVATE BLACK COLLEGES

THE BUSH FOUNDATION, BLACK  
COLLEGE CAPITAL CAMPAIGN  
CHALLENGE GRANTS PROGRAM  
St. Paul, Minnesota  
\$330,000, to be matched

Following a successful partnership to increase alumni giving, the Bush Foundation and the Hewlett Foundation created a program of capital campaign challenge grants. The program, administered by the Bush Foundation, provides challenge grants for institutions with carefully planned capital campaigns that have raised at least half of their campaign objective. The Hewlett Foundation provides 30 percent of a pool of up to \$10 million in support of this program. Colleges supported to date include Spelman College, Atlanta, Georgia; Tuskegee Institute, Tuskegee Institute, Alabama; and Paine College, Augusta, Georgia.

RESEARCH LIBRARIES

RESEARCH LIBRARIES GROUP

Stanford, California

\$300,000

The Research Libraries Group is a partnership of university and other research libraries organized to facilitate sharing resources. The Foundation's grant will help RLG pay the costs of adding to its data base approximately 4 million of its members' bibliographic records and designing a system to catalog materials in four non-Roman alphabets.

UNIVERSITY INTERNATIONAL STUDIES

INTERNATIONAL AND  
AREA STUDIES PROGRAM

\$800,000, to be matched

These grants are part of the Foundation's program to strengthen the international capacity of selected research universities. When matched three-to-one, they will create discretionary fund endowments whose income will be available to international teaching and research programs.

Georgetown University,  
Edmund A. Walsh School of  
Foreign Service,  
Washington, D.C.

\$200,000

Johns Hopkins University,  
School of Advanced International Studies,  
Washington, D.C.

\$200,000

University of Illinois,  
International Programs and Studies,  
Champaign-Urbana, Illinois

\$200,000

Tufts University,  
Fletcher School of Law and Diplomacy,  
Medford, Massachusetts

\$200,000



INTERNATIONAL EDUCATION

THE FULBRIGHT ALUMNI ASSOCIATION  
 Bryn Mawr, Pennsylvania  
 \$10,000

This grant will assist the Association in its project to computerize a roster of former Fulbright Scholars for use as a referral resource for international education.

UNITED NATIONS ASSOCIATION OF THE  
 UNITED STATES OF AMERICA, INC., for  
 "The Interdependent"  
 New York, New York  
 \$15,000

The United Nations Association, the Overseas Development Council, and the Experiment in International Living have jointly undertaken to preserve this high-quality international affairs periodical. This grant supports a subscription promotion effort.

WORLD AFFAIRS COUNCIL OF  
 NORTHERN CALIFORNIA,  
 BAY AREA COMMITTEE ON  
 FOREIGN AFFAIRS  
 San Francisco, California  
 \$15,000

A number of business executives perceive the need for a forum in which high-level U.S. and foreign decisionmakers would meet with local business, professional, and civic leaders. Modeled after successful efforts in New York and Chicago, the Bay Area Committee on Foreign Affairs will be the mechanism to meet the need. The grant will help pay the costs of organizing the Committee.

WORLD AFFAIRS COUNCIL OF  
 NORTHERN CALIFORNIA,  
 BAY AREA AND THE WORLD PROJECT  
 San Francisco, California  
 \$165,000

The Bay Area and the World Project investigates how world affairs affect the economic, cultural, and social life in the Bay Area and creates materials for use in the public schools and by the news media. The Project is jointly sponsored by the World Affairs Council, Global Perspectives in Education, Stanford University, and the University of California, Berkeley. This grant is for general support.

U.S.-MEXICO STUDIES

UNIVERSITY OF CALIFORNIA,  
SAN DIEGO, CENTER FOR  
U.S.-MEXICO STUDIES  
La Jolla, California  
\$210,000 over two years

The Center for U.S.-Mexico Studies manages research projects, a program of visiting fellows, and a variety of dissemination efforts for both scholars and the general public. This grant is for general support.

STANFORD UNIVERSITY,  
CONSORTIUM OF U.S. PROGRAMS  
ON MEXICO  
Stanford, California  
\$180,000 over three years

Nine programs of research, teaching, and policy analysis on the U.S.-Mexico relationship have formed a consortium to increase communication and cooperation. The Consortium will bring U.S. program directors together once a year to discuss each other's research agendas and national research needs. It will also produce a newsletter and an annual inventory of research being done on U.S.-Mexico relations. This grant is for general support and for briefings for Congressional staff and media editors.

STANFORD UNIVERSITY,  
PROJECT ON U.S.-MEXICO RELATIONS  
Stanford, California  
\$6,000 and \$9,500

The Stanford U.S.-Mexico Project did the staff work to plan a national consortium of U.S.-Mexico research programs.

MINORITIES-IN-ENGINEERING

UNIVERSITY OF CALIFORNIA,  
BERKELEY, MATHEMATICS,  
ENGINEERING, SCIENCE ACHIEVEMENT  
(MESA) PROGRAM  
Berkeley, California  
\$300,000

The MESA Program organizes academic achievement clubs in minority-concentrated schools. The clubs offer cash scholarships for high grades in math and science courses, and speakers from industry and higher education. This grant provides funds to expand the Program's existing high school activities to other states and to a new, college-level support program.

UNIVERSITY OF CALIFORNIA,  
LOS ANGELES, CENTER FOR THE  
STUDY OF EVALUATION  
Los Angeles, California  
\$46,000

The Center is a contract services and research and teaching unit affiliated with the UCLA School of Education. This grant will pay for an evaluation of the effectiveness of the MESA Program.

OTHER

AMERICAN COUNCIL ON EDUCATION  
Washington, D.C.  
\$300,000 over three years

The American Council on Education is the oldest and largest association in higher education. ACE investigates problems in higher education, the impact of government and institutional policies, and represents its members in government and industry forums. This grant will provide general support.

ASSOCIATION OF THEOLOGICAL  
SCHOOLS  
Vandalia, Ohio  
\$15,000

The Association is undertaking a major program to improve the quality of theological studies. The effort includes a fellowship awards program and a separate National Council which will examine the state of theological research and make recommendations to the fellowship awards program and to institutional members of the Association. This grant will pay for part of the costs for one year of a National Council on Theological Research and Scholarship.

GRADUATE THEOLOGICAL UNION  
Berkeley, California  
\$15,000

The GTU is preparing a comprehensive long-term financial, curricular, and organizational plan. This grant will help support the institutional research underlying the plan, as well as the convening activities required to discuss it.

INTERNATIONAL COUNCIL ON THE  
FUTURE OF THE UNIVERSITY  
New York, New York  
\$10,000

This organization of distinguished faculty from around the world encourages academic freedom and other university interests. This grant follows three years of support and will help the organization in a transition to a broader funding base.

E N V I R O N M E N T



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# P R O G R A M      D E S C R I P T I O N

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The environment program of the Hewlett Foundation is designed to encourage intelligent, rewarding uses of man's natural environment for education, conservation, and development.

It is increasingly clear that major environmental questions are not simple issues and in the long run are not best resolved by impassioned advocacy either in the political arena or in the courts. The Foundation will therefore support organizations that produce policy-oriented studies designed to improve the objectivity and thoughtfulness of decisionmaking on environmental issues. We welcome proposals from organizations that have established, or show the capacity to establish, a record of sound, dispassionate, policy-related analysis of environmental questions.

In response to the intensifying struggle over numerous environmental issues, the Foundation continues to encourage new mechanisms to avert or resolve conflicts over environmental questions. Accordingly, the Foundation has encouraged proposals from organizations that can play a third-party role in the management of disputes. We continue to welcome proposals from organizations that would apply methods of conflict management developed in other fields to environmental problems, or would develop new mechanisms for resolving environmental disputes in a less divisive manner than currently prevails.

The Foundation will consider land acquisition proposals only when they involve areas of unique ecological value that are demonstrably suited to educational purposes. We encourage such proposals only from organizations that are equipped to document the ecological value of a given site and to plan and implement educational and scholarly programs once the land is acquired.

## POLICY ANALYSIS

## AMERICAN LAND FORUM

Bethesda, Maryland

\$120,000 over three years, part to be matched

The Forum, a research and education organization, consists of land planners, policy analysts, and writers. It studies policy issues of land resource management that are of national significance. This grant is for general support.

## UNIVERSITY OF CALIFORNIA,

BERKELEY,

## THE ENERGY AND RESOURCES GROUP

Berkeley, California

\$210,000 over three years

This research and training group consists of representatives from the physical and environmental sciences, engineering, political science, business administration, and law. The grant is for general support.

THE COUNCIL OF STATE PLANNING  
AGENCIES/NATIONAL GOVERNOR'S

ASSOCIATION

Washington, D.C.

\$120,000 over two years, part to be matched

The Council, comprised of the governors' policy and planning staffs, assists governors and their top aides through policy research. This grant supports the environmental policy analysis work of the Council.

NATIONAL ASSOCIATION OF  
ENVIRONMENTAL PROFESSIONALS

Iowa City, Iowa

\$10,000

This organization was formed to facilitate communication among professionals working on environmental issues. Its two major activities are the production of a journal, *The Environmental Professional*, and the convening of an annual meeting. The Foundation's grant provides support for membership costs and clerical assistance.

NATIONAL CONFERENCE OF STATE  
LEGISLATURES

Denver, Colorado

\$120,000 over two years

The Conference, the official representative body of the country's 7,500 state legislators and their staffs, conducts policy studies on public issues and fosters interstate communication and cooperation. This grant supports studies of water, land, and renewable energy resource issues.

PRINCETON UNIVERSITY,  
THE CENTER FOR ENERGY AND  
ENVIRONMENTAL STUDIES

Princeton, New Jersey

\$210,000 over two years

The research and training Center consists of faculty, research staff, and students interested in public policy research on environmental questions. The grant is for general support.

SCIENTISTS' INSTITUTE FOR  
PUBLIC INFORMATION

New York, New York

\$150,000 over three years, part to be matched

This organization provides information to leaders and the public about issues involving science and public policy. This grant will enable SIPI to convene task forces composed of expert professionals on environmental issues, whose reports will be distributed to selected officials in the media and government.

CONFLICT MANAGEMENT

**CENTER FOR COLLABORATIVE  
PROBLEM SOLVING**  
San Francisco, California  
\$150,000 over three years, part to be matched

The Center helps parties in conflict arrive at mutually agreeable resolutions. This grant provides support for the environmental problem-solving activities of the Center.

**CENTER FOR NEGOTIATION AND  
PUBLIC POLICY, INC.**  
Boston, Massachusetts  
\$150,000 over three years, part to be matched

The Center acts as a third-party intervenor and furthers nonadversarial ways of managing conflict on environmental issues. This grant is for general support.

**CENTER FOR PUBLIC RESOURCES**  
New York, New York  
\$10,000

The Center works to develop methods of conflict resolution and alternatives to litigation. This grant provides partial support for a meeting on Colorado's "coordinated permitting review" process to reduce the costs of environmental disputes.

**FORUM ON COMMUNITY AND THE  
ENVIRONMENT**  
Palo Alto, California  
\$195,000 over three years, part to be matched

The Forum works mostly in the San Francisco Bay Area to assist groups and individuals seek mutually acceptable solutions to environmental problems. This grant will be used primarily to increase communication among third-party intervenors and develop a training curriculum.

**FORUM ON COMMUNITY AND THE  
ENVIRONMENT, for the Education  
Consortium for Productive Conflict in Social  
and Environmental Disputes,**  
Palo Alto, California  
\$15,000

The Consortium is a group of four organizations concerned with conflict management that have been working together over the past two years to produce materials for training third-party intervenors and other parties to disputes. This grant allows the Consortium to complete its work.

**HARBINGER COMMUNICATIONS**  
Santa Cruz, California  
\$11,000

This organization is one of the four Consortium groups concerned with the management of conflicts in the Bay Area. (See previous grant.) All four received micro-computers from the Apple Computer Company to increase the efficiency of their work and their intercommunication. This grant covered the costs of providing technical assistance to the groups as the system was being set in place.

**KEYSTONE CENTER FOR  
CONTINUING EDUCATION**  
Keystone, Colorado  
\$180,000 over three years, part to be matched

The Center provides a neutral place and a process for developing consensus on scientific, technological, and public policy issues. Foundation funds will assist in the work on energy supplies, hazardous waste, and clean air.

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# E N V I R O N M E N T

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MASSACHUSETTS INSTITUTE OF  
TECHNOLOGY, ENVIRONMENTAL  
NEGOTIATIONS PROGRAM  
(in conjunction with the Harvard Law School  
Center for Negotiations)  
Cambridge, Massachusetts  
\$130,000 over two years

Groups at MIT and Harvard have been working to improve the art and science of negotiation. This grant helps the two groups collaborate in theory building, research, and training, specifically with regard to environmental disputes.

NEIGHBORHOOD JUSTICE CENTER  
OF HONOLULU  
Honolulu, Hawaii  
\$11,000

The Center has had extensive experience in dispute resolution in neighborhoods. This grant will help the organization extend its work to land use and other environmental conflicts.

## ENVIRONMENTAL EDUCATION

CALIFORNIA NATIVE PLANT SOCIETY,  
for the Napa County Natural Science Docent  
Program,  
Napa, California  
\$3,000

The Docent Program carries out a variety of environmental education activities with schools and other groups. These funds will be applied to the salary of a part-time person to help train volunteer docents and increase volunteerism.

UNIVERSITY OF CALIFORNIA,  
SANTA CRUZ,  
Environmental Field Program,  
Santa Cruz, California  
\$15,000

The Program provides small grants for students to carry out research and assist in the stewardship of ecologically unique areas. This grant covers the cost of a transition period until state funds are available to extend the program.

UNIVERSITY OF CALIFORNIA,  
SYSTEMWIDE ADMINISTRATION,  
for the Elkus 4-H Ranch and  
the Poplar Center Farm,  
Half Moon Bay, California  
\$9,500

These two organizations train nondisabled teenagers from local high schools, 4-H clubs, and community youth groups to be environmental educators and companions to handicapped and elderly persons. This grant supports this training program.

FOUNDATION FOR THE ADVANCEMENT  
OF ENVIRONMENTAL EDUCATION FOR  
THE BAY AREA,  
for the Environmental Education Alliance,  
San Francisco, California  
\$15,000

The Alliance acts as a clearinghouse of information and a coordinating body to help the many different environmental education groups in the region work together in a cooperative manner. These funds cover salary costs of a staff person to coordinate the educational activities of members.

PENINSULA CONSERVATION CENTER  
FOUNDATION  
Palo Alto, California  
\$34,000 over three years, part to be matched

The Foundation is a coordinating body for environmental education groups in the San Francisco Peninsula area. This grant assists PCCF extend its coordinating role, increase the number of public forums, and provide more stable staffing for the environmental information desk and library.



LAND PRESERVATION

UNIVERSITY OF CALIFORNIA,  
SYSTEMWIDE ADMINISTRATION,  
NATURAL LAND AND  
WATER RESERVES SYSTEM  
Berkeley, California  
\$15,000

The University of California administers a system of twenty-six land reserves that are of unique ecological value and of scientific and educational interest to faculty, students, and the general public. This grant covers the partial costs of a series of brochures designed to provide scientific knowledge about the reserves as well as encourage local public interest.

FUND FOR THE PRESERVATION OF  
WILDLIFE IN NATURAL AREAS, for the  
Land Trust Exchange,  
Boston, Massachusetts  
\$15,000

The Exchange helps local land trusts address issues of regional and national concern and provides assistance to such groups, including those interested in the preservation of ecologically unique areas. The grant provides funds for the development of a long-term financial and program strategy.

NATIONAL PARKS AND CONSERVATION  
ASSOCIATION  
Washington, D.C.  
\$15,000

The Association is a private organization that informs and educates the public about the national park system. This grant partially supports a study to establish methods to determine the human carrying capacity of individual parks in relation to environmental quality. It is intended to ensure both public access to the parks and the preservation of the unique ecological qualities of the parks.

THE NATURE CONSERVANCY  
San Francisco, California  
\$300,000

The Conservancy acquires and manages ecologically significant lands. These funds support the California Critical Areas Program, designed to preserve representative examples of eleven California ecosystems.

OTHER

FILOLI CENTER  
Woodside, California  
\$155,000

Filoli is a 654-acre estate consisting of a mansion, 16 acres of gardens, and more than 600 acres of undeveloped land, which is a registered state landmark and is maintained for public benefit. This grant was for an endowment.

NATIONAL ARCHIVES AND RECORDS  
SERVICE  
Washington, D.C.  
\$10,000

The Archives has provided funds to the University of the Pacific to allow for the microfilming of all the papers of John Muir. This grant allowed for the completion of the project.

P E R F O R M I N G A R T S



The focus of the performing arts program is on the professional performing arts—classical music, dance, opera, and theatre. The Foundation's primary interest is in companies that serve the San Francisco Bay Area and that represent the highest prevailing standards in their field. From time to time, the Foundation will also consider requests from outside the region, when projects directly benefit performing groups in the Bay Area.

The Foundation seeks proposals offering advanced levels of training and performing opportunities to young artists who have graduated from conservatory, college, or university arts programs (or the equivalent level in the working theatre) and who are making the difficult transition to recognized professional status. Of particular interest are training projects and programs offered by companies that present a full repertory season, which would give young artists sustained exposure to master professionals through association in rehearsal and performance.

A related concern is the overall health of the area's leading performing companies. For a very small number of well-established institutions, the Hewlett Foundation will consider assistance to an artistic development project defined by the organization itself. The goal of such projects should be to enable a professional company to move to the next higher level of achievement. The company or organization seeking a grant in this category should have a strong board and an effective fundraising program. Applicants must demonstrate their capacity for excellent administration, high performance standards, and thorough preparation, as well as creative vitality.

Although our emphasis is on established excellence, we recognize that there are institutions in the Bay Area just below the top level, in either performance or training, which can be helped to achieve distinction or are of such importance to the community that they merit consideration. These applicants, too, should have made significant strides toward professional quality in several aspects of their operations before seeking our assistance.

Proposals for joint funding with corporations or other foundations are especially welcome. We will consider requests for general operating funds, but prefer requests that identify a specific administrative or artistic outcome and that target the funds carefully towards a definable result.

We regret that we cannot consider requests in the following areas: capital improvements; general fund drives; the visual arts; elementary and secondary school performing arts programs; community arts classes; community outreach; ethnic arts (including crafts, folk arts, popular music, and ethnic dance); recreational, therapeutic, and social service arts programs, including those for senior citizens and the handicapped; and independent radio, television, and film projects, except as they address one of the arts program emphases described above.

In general, the Foundation does not sponsor one-time events such as seminars, conferences, festivals, or cultural foreign exchange programs. Nor does it assist with touring costs for performing companies. The Foundation does not make grants to art museums, museum associations, or to the humanities.

STRENGTHENING REGIONAL INSTITUTIONS

**BERKELEY SYMPHONY ORCHESTRA**

Berkeley, California  
\$60,000 over three years, to be matched

The Orchestra presents concerts of carefully selected new works, neglected older compositions, and more commonly performed symphonic works. The matching portion of this grant will be divided between general support and "The Young Composers Fund."

**CULTURAL COUNCIL OF  
SANTA CRUZ COUNTY**

Aptos, California  
\$10,000

The Council was formed in 1980 by 150 leaders in business, education, the arts, government, and community service to implement a plan for stimulating cultural life in Santa Cruz County. This grant is to support the Council's project to help local arts groups with management and marketing in order to increase their earned income.

**EL TEATRO CAMPESINO**

San Juan Bautista, California  
\$15,000, to be matched

El Teatro Campesino is a professional theatre rooted in Hispanic culture. The organization experienced a cash-flow problem as a result of delays in payments of government grants. This grant was made to help meet this emergency. When the government funds are received this grant will be used to establish a reserve fund for such emergencies in the future.

**EUREKA THEATRE COMPANY**

San Francisco, California  
\$15,000  
\$90,000 over three years, to be matched

The Company specializes in premiere productions of contemporary plays, usually on an important social issue. The first grant of \$15,000 was made to assist with relocation after a fire destroyed its theatre, sets, and offices in October 1981. The second grant provides partial salary support for key personnel.

**MAGIC THEATRE**

San Francisco, California  
\$120,000 over three years

The Magic Theatre concentrates on the work of local playwrights and presents important premiere productions. This grant will be used to implement the four-year development plan.

**MEADOWOOD MUSIC CAMPS, INC.**

Berkeley, California  
\$15,000

Meadowood Music Camps, Inc. has been operating summer music camps in the Bay Area for twenty-five years. It acquired a permanent site in Marin County in 1980 and now presents three, two-week sessions each summer for 350 students from eleven to seventeen years of age. This grant will pay the salary for one year of a part-time fundraising consultant to refine and implement the Camps' long-range financial plan.

**MIDSUMMER MOZART FESTIVAL**  
 Menlo Park, California  
 \$15,000

Midsummer Mozart Festival is a high-quality professional ensemble serving local audiences and musicians. The organization serves the needs of professional instrumentalists in the entire Bay Area by providing employment during the summer. This grant provides funds to permit the Festival to employ a full-time General Manager.

**ONE ACT THEATRE COMPANY OF SAN FRANCISCO**  
 San Francisco, California  
 \$50,000 over three years

The Theatre concentrates on one-act plays. The purpose of the grant is to support a new administrative position to increase contributions.

**CITY OF PALO ALTO, PALO ALTO COMMUNITY THEATRE**  
 Palo Alto, California  
 \$6,329

Since 1932 the City of Palo Alto has operated a 428-seat theatre for use by local performing arts groups. In 1982 the facility had to be closed for five months for renovations. This grant provided funds to rent other facilities for the four resident groups to continue their work during that period.

**PARTNERS FOR LIVABLE PLACES, WESTERN REGIONAL OFFICE**  
 Oakland, California  
 \$10,000, to be matched

Partners is a national network of nonprofit organizations, municipal agencies, and individuals who promote planning and design in the conservation and development of the physical environment. This grant matches an equal amount from the City of Oakland for a study of cultural facilities in downtown Oakland. The study will prepare an inventory of all existing and potential performance facilities, assess the level and type of use most appropriate for these facilities, and make recommendations to the City of Oakland.

**PHILHARMONIA BAROQUE ORCHESTRA OF THE WEST**  
 San Francisco, California  
 \$60,000 over two years

Philharmonia was formed in 1981 to present eighteenth century music on authentic instruments in the style of the period. It is the first full-scale baroque orchestra in the Western United States and is the largest baroque ensemble in the United States. This general support grant will help fund the expanded second and third year's activities.

**PHILHARMONIC SOCIETY OF FREMONT-NEWARK**  
 Fremont, California  
 \$1,500

The Society started on a volunteer basis in 1963 and now is an orchestra of mostly professional musicians. It presents five concerts each year with an average attendance of 600. This grant supports the 1983 "pops" concert.

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# P E R F O R M I N G A R T S

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## SAN FRANCISCO MOVING COMPANY

San Francisco, California

\$15,000

The Company is a modern dance company that produces fall and spring performance series in San Francisco, tours, and conducts master classes and lecture/demonstrations. This grant will strengthen the administrative staff and increase fundraising capacity.

## SAN FRANCISCO PERFORMANCES, INC.

San Francisco, California

\$30,000 over two years

San Francisco Performances is a nonprofit organization which produces cultural events primarily in the facilities of the San Francisco Performing Arts Center. The grant will expand marketing efforts to increase earned income.

## SCHOLA CANTORUM

Cupertino, California

\$7,500, part to be matched

Schola Cantorum is a 150-voice community choir based at Flint Center in Cupertino. This matching grant is for salary support of the new General Manager and Director.

## TANDY BEAL AND COMPANY

Santa Cruz, California

\$14,400

Tandy Beal and Company is a well-known contemporary dance-theatre ensemble. This grant will help support a new Development Director, who will be responsible for creating a major membership campaign to increase individual contributions and local business and corporate support.

## THEATRE COMMUNICATIONS CENTER OF THE BAY AREA

San Francisco, California

\$45,000 over three years

The Center serves more than sixty theatres and 1,200 performers. It offers employment services and administration and management seminars. This general support grant will assist the organization's development.

## UNITED WAY OF THE BAY AREA, ARTS LOAN FUND

San Francisco, California

\$10,000

The Fund is a project of the Foundations/Corporations Emergency Fund Committee/Northern California Grantmakers. It helps local arts organizations facing cash flow problems by providing short-term, low-interest, and interest-free loans. The grant is for both operations and loans.

## STRENGTHENING MAJOR BAY AREA INSTITUTIONS

### OAKLAND BALLET

Oakland, California

\$125,000 over three years, to be matched

The Ballet presents a varied repertoire, including reconstructions from the Diaghilev and Americana periods in ballet history. The purpose of this grant is to enable the Ballet to increase its marketing and fundraising activities and establish a cash reserve fund.

TRAINING YOUNG ARTISTS

**BOSTON SYMPHONY ORCHESTRA,  
BERKSHIRE MUSIC CENTER  
AT TANGLEWOOD**  
Boston, Massachusetts  
\$150,000, to be matched

The Center is maintained by the Boston Symphony Orchestra for advanced study in music. It offers a wide variety of educational programs during the summer to over 400 musicians. The grant covers the cost of auditions in the Bay Area and fellowships to support two candidates.

**SAN FRANCISCO OPERA CENTER**  
San Francisco, California  
\$300,000 over three years, to be matched

The San Francisco Opera Center was created to coordinate its various training activities. This grant is for general support. The matched amount will be for an endowment.

**SCHOLAR OPERA**  
Palo Alto, California  
\$42,200 and \$15,000 over three years

This semi-professional opera company employs young singers in community performances and educational programs. The Foundation's grants will be used for supplies, equipment, and the salary of the Company Manager.

**WINIFRED BAKER CHORALE AND  
SAN FRANCISCO CIVIC CHORALE**  
San Francisco, California  
\$3,600

These two well-known chorales presented a series of master classes and concerts under the direction of Maestro John Poole. The grant was for general support for these classes.

OTHER

**INSTITUTE OF THE AMERICAN  
MUSICAL**  
Los Angeles, California  
\$5,000

The Institute houses the world's largest collection of films, soundtracks, and other materials on the American musical. This grant is for general support.

**NATIONAL SYMPHONY**  
Washington, D.C.  
\$10,000

The National Symphony plays to national and international visitors in Washington, D.C., as well as residents of the area. The Symphony performs for events of national significance and tours in the United States and abroad. The grant to the Symphony is for general support.

**THE PICKLE FAMILY CIRCUS**  
San Francisco, California  
\$75,000 over three years, to be matched

The Circus was formed six years ago to present a unique form of live theatre, provide opportunities to theatre artists, and help other nonprofit service organizations raise money. This grant will assist the organization to become a year-round performing company.

**SAN FRANCISCO BALLET**  
San Francisco, California  
\$200,000

Foundation funds will assist in the construction of a new \$10 million facility for the school, the company, and administrative offices.





Despite progress in many countries towards reducing birthrates, the significance of population growth as a worldwide problem remains undiminished. If present trends continue, world population will be at least twice its present size in the next century, and within twenty years the populations of most countries will have outstripped the food and energy resources available to them. The Hewlett Foundation will therefore continue to allocate substantial resources to projects in the population field, particularly those involving the less-developed countries, where most of the unsustainable population growth will occur.

Within this broad field, the Foundation has specific interests in the following areas: the training of population experts; policy-related research on population issues, particularly the relationship of socioeconomic factors to fertility; and the support of comprehensive family planning services and other fertility-reducing programs.

We plan continued support not only for analyses of the key variables affecting fertility behavior in a specific region and the way they interact, but also for efforts to evaluate and implement fertility-reducing development policies. The Foundation will look to organizations that show an awareness of the complex relations between motivation, social and economic development, and fertility behavior, and that have an appreciation for the importance of both societal and personal approaches to population questions.

We will also encourage those that are trying to bridge the gap between research and the implementation of policies and programs.

The Foundation hopes to support innovative approaches to education in human sexuality and other programs concerned with the fertility-related behavior of the nation's sexually active teenagers, as well as others experiencing unwanted pregnancies. Within the United States, support for locally based organizations that provide direct family planning services has been limited to Planned Parenthood affiliates in and near the San Francisco Bay Area.

The Foundation will not consider support for biomedical research on reproduction or the development of contraceptives; nor will it fund population education programs directed towards the general public.

TRAINING AND POLICY RESEARCH

BROWN UNIVERSITY,  
POPULATION STUDIES AND  
TRAINING CENTER  
Providence, Rhode Island  
\$200,000 over two years

The Center works on the interrelationship among fertility, urbanization, and migration in developing countries. The grant will be used primarily for training foreign students.

COLUMBIA UNIVERSITY,  
THE CENTER FOR POPULATION  
AND FAMILY HEALTH  
New York, New York  
\$225,000 over three years

The Center conducts training and research on population issues. This general support grant will be used for training foreign students and for providing technical assistance in developing countries.

EL COLEGIO DE MEXICO,  
THE PROGRAM OF SOCIAL RESEARCH  
ON POPULATION  
Mexico City, Mexico  
\$120,000 over three years, part to be matched

The Program acts as a broker institution to strengthen local capacities in developing countries to build their own resources for training and policy-related research on population issues. It channels funds and provides advisory services to sixteen member centers in Latin America. The grant is for general support.

JOHNS HOPKINS UNIVERSITY,  
POPULATION CENTER  
Baltimore, Maryland  
\$300,000 over three years

The Center does research and training. Hewlett funds provide general support, primarily for training foreign students but also for some support of other population work on the campus, particularly work on adolescent pregnancy.

UNIVERSITY OF MICHIGAN,  
THE POPULATION STUDIES CENTER  
Ann Arbor, Michigan  
\$200,000 over two years

The Center conducts training and research. These funds will be used primarily to train foreign students and to extend the Center's work in the People's Republic of China.

PENNSYLVANIA STATE UNIVERSITY,  
THE POPULATION ISSUES  
RESEARCH CENTER  
University Park, Pennsylvania  
\$90,000 over three years

The Center provides administrative support and facilities for work on population issues. The Foundation's funds will support a program of collaboration among scholars at the Center, the College of Agriculture, and the Department of Anthropology.

POPULATION REFERENCE BUREAU, INC.  
Washington, D.C.  
\$130,000 over two years, part to be matched

The Bureau provides data about population trends to the general public and consults with and provides library services to government and international agencies. With this grant, PRB will extend its policy-analysis work and its education of leaders.

PRINCETON UNIVERSITY,  
THE OFFICE OF POPULATION RESEARCH  
Princeton, New Jersey  
\$225,000 over three years

The Office conducts training and policy research. These funds will help expand the foreign scholars program and support policy-related research work.

RAND CORPORATION,  
THE LABOR AND POPULATION  
PROGRAM  
Santa Monica, California  
\$90,000 over three years

The Program carries out training and research on population issues. These funds will support the preparation of policy briefings, collaborative research with scholars from developing countries on fertility problems of mutual interest, and expenses of trainees from developing countries.

### INTERNATIONAL FAMILY PLANNING AND DEVELOPMENT

INTERNATIONAL FERTILITY  
RESEARCH PROGRAM,  
Research Triangle Park, North Carolina  
\$190,000 over three years, part to be matched

This Program specializes in the practical application of improved methods of contraception in developing countries. The grant supports the non-biomedical work of IFRP.

INTERNATIONAL PROJECTS  
ASSISTANCE SERVICES  
Chapel Hill, North Carolina  
\$150,000 over three years, part to be matched

IPAS provides technical and financial assistance to family planning efforts in developing countries. The grant provides general support for overseas programs.

MARGARET SANGER CENTER  
New York, New York  
\$120,000 over three years

Since 1973, the Center has trained the staffs of public and private health care agencies in developing countries. This grant will help the Center develop programs to train non-physician personnel in family planning centers, especially in Africa.

**PARTNERS OF THE AMERICAS**  
Washington, D.C.  
\$150,000 over three years

This organization forms partnerships between United States citizens and Latin Americans through self-help projects, emphasizing the extensive use of volunteers. This grant allows Partners to develop family planning and sex education projects in fifteen of their partnership groups.

**UNITARIAN UNIVERSALIST  
SERVICE COMMITTEE**  
Boston, Massachusetts  
\$95,000 over three years

The Committee has a broad program of assistance to communities both in this country and overseas. Foundation funds assist UUSC to integrate family planning work into its programs overseas.

**WORLD NEIGHBORS**  
Oklahoma City, Oklahoma  
\$210,000 over three years, part to be matched

World Neighbors works in developing countries to promote self-reliance and assists communities through small grants to develop programs to increase food production, improve health, encourage family planning, and start small-scale industries. This grant supports the group's family planning programs.

#### DOMESTIC FAMILY PLANNING AND DEVELOPMENT

**NATIONAL FAMILY PLANNING AND  
REPRODUCTIVE HEALTH ASSOCIATION**  
Washington, D.C.  
\$210,000 over three years, part to be matched

NFPRHA is a membership association of 1300 health care professionals from family planning clinics across the country; it provides help to members in developing information and service programs. This grant will help NFPRHA make the transition from almost total dependence on federal funding to other sources of income.

**PLANNED PARENTHOOD FEDERATION  
OF AMERICA, WESTERN REGION**  
San Francisco, California  
\$50,000

This grant will assist the eight Bay Area Planned Parenthood affiliates to develop collaborative long-range management plans to cope with reduced federal funding for family planning work.

**SYRACUSE UNIVERSITY,  
THE INSTITUTE FOR FAMILY RESEARCH  
AND EDUCATION**  
Syracuse, New York  
\$15,000

The Institute will conduct a program to reduce unwanted pregnancy among teenagers in the Detroit public schools. This grant supports the planning process.

EDUCATION LEADERS

GLOBAL TOMORROW COALITION, INC.  
Washington, D.C.  
\$10,000

This Coalition of fifty-six environmental and population groups has the common aim of stabilizing the world population and protecting the environment. This grant assisted the Coalition during its early development.

POPULATION CRISIS COMMITTEE  
Washington, D.C.  
\$150,000 over three years, part to be matched

The Committee's programs are intended to increase understanding of population issues among policymakers and to raise funds for direct service programs overseas. This grant supports the PCC's overseas work.

PROSPECTIVE—UNITED STATES  
CENTER  
New York, New York  
\$15,000

This organization was founded in 1970 by Roman Catholic Church leaders to serve as a source of information on major issues. This grant helps cover the costs of a program to increase understanding of population issues.

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R E G I O N A L G R A N T S

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Through the regional grants program, the Foundation responds to requests from organizations based in the nine-county San Francisco Bay Area that serve local residents. There are three categories in this program area: community development, youth employment, and selected human services.

In the community development category, the Foundation funds organizations that conduct programs designed to revitalize neighborhoods by improving living conditions and the climate for business investment. More than half of the program's budget is for grants in this category.

In the youth employment category, grants are made to encourage or sustain well-designed youth training and placement programs that have the active involvement of potential private employers and show promise of being able to help young people make a successful transition from school to work.

In the selected human services category, a small portion of the program's budget is directed primarily to organizations that serve low-income sections of the Peninsula counties. The proposals that are most likely to be funded in this category are those that point to new ways to address certain social problems, and those that suggest program activities that will facilitate the transition of an organization from primarily government support to other sources of support.

We encourage proposals that are well-designed and reflect serious and careful thinking on the part of the staff and board of an organization. We will consider different types of grants: for general, program, or project support. Grants may be made on a one-year or multi-year basis. We welcome opportunities to fund programs with other grantmakers.

Less than one-tenth of the formal requests received can be supported. To improve the efficiency of the grantseeking process for applicants and the Foundation staff, we discourage proposals from 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 limitation on our funds.

# R E G I O N A L G R A N T S

## COMMUNITY DEVELOPMENT

### **BERNAL HEIGHTS COMMUNITY FOUNDATION**

San Francisco, California

\$65,000 over three years

The Community Foundation provides human services to low- and moderate-income residents of Bernal Heights. Its programs are housed in a new neighborhood center building which was recently acquired and renovated by the Foundation. This grant is for administrative support of the center's programs.

### **CHINATOWN NEIGHBORHOOD IMPROVEMENT RESOURCE CENTER**

San Francisco, California

\$250,000 over three years

The Center's work includes physical development and planning, providing human services, and monitoring government and corporate activities in Chinatown. This grant is for general support of the Center.

### **LOCAL INITIATIVES SUPPORT CORPORATION**

San Francisco, California

\$250,000 over three years

LISC is a national organization that provides loans, grants, and technical assistance to young community development organizations. It obtains its funds in the form of grants from corporations and foundations. This grant will cover operating expenses for its San Francisco office.

### **THE NATIONAL URBAN COALITION, WESTERN REGIONAL OFFICE**

Oakland, California

\$10,000

The Coalition's programs promote the revitalization of American cities. Its Western Regional Office organized a workshop to assist community development organizations in searching for new resources. The workshop examined the Economic Recovery Act, 1981, the Urban Enterprise Zone concept, and new ways to attract corporate resources to the community development field. The grant provided support for the workshop.

### **NORTH OF MARKET PLANNING COALITION**

San Francisco, California

\$60,000 over three years

The Coalition is a membership organization that engages in community planning and assists community development and other organizations that are conducting programs on behalf of Tenderloin residents. This grant will pay for administrative expenses of the Coalition.

### **REALITY HOUSE WEST**

San Francisco, California

\$75,000

The major program of Reality House West is community development work in the Tenderloin District of San Francisco. It is renovating the Cadillac Hotel, the largest residential hotel in the Tenderloin District. The grant will help Reality House West with this project and efforts to encourage and assist similar revitalization projects in the Tenderloin.



**SAN JOSE DEVELOPMENT CORPORATION**  
 San Jose, California  
 \$100,000 over two years

San Jose Development Corporation was organized to administer and promote programs that provide employment and business opportunities for low- and moderate-income San Jose residents. This grant is for administrative expenses of the Corporation.

**SPANISH SPEAKING UNITY COUNCIL**  
 Oakland, California  
 \$225,000 over three years

The Council conducts several programs to improve living and business conditions in East Oakland. Its major programs are in economic and physical development work. This grant is for general support of the Council's programs.

### YOUTH EMPLOYMENT

**INDUSTRY EDUCATION COUNCIL OF SANTA CLARA COUNTY**  
 San Jose, California  
 \$7,500

A major program of this Council is concerned with school and youth employment problems in the San Jose High School District. This grant paid for the development of a directory of entry-level jobs in the Santa Clara Valley, a procedure for keeping the directory up-to-date, and a system for making the information available to students and school officials on a timely basis.

**OAKLAND YOUTHWORKS**  
 Oakland, California  
 \$100,000 over three years

Oakland Youthworks is a two-year-old program that provides employment training experience for high school youth and places graduates in nonsubsidized private sector jobs. The Foundation grant, together with grants and in-kind contributions from Oakland-based corporations, is intended to help Oakland Youthworks reach its goal of placing 100 youth annually by 1985.

**SANTA CLARA COUNTY, OFFICE OF EDUCATION**  
 San Jose, California  
 \$15,000

This Office supports a community-initiated program, *Si Se Puede*, designed to reverse the decline in school performance of San Jose youth and to help these youths make a successful transition from classroom to workplace. The grant helps the Office of Education increase its emphasis on youth employability.

**YOUTH FOR SERVICE**  
 San Francisco, California  
 \$15,000

Youth for Service has conducted job training and employment programs for Bay Area youth for the past twenty-five years. This grant helps the organization reorganize its programs and develop new sources of support in light of reduced government funds.

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# R E G I O N A L G R A N T S

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## SELECTED HUMAN SERVICES

**BEEBE PARENT-CHILD CENTER, INC.**  
Oakland, California  
\$33,000 over three years

This grant will help the Center, a major provider of infant and child care services in Oakland, establish a new program for families whose income is too high to make them eligible for state subsidies, but too low to enable them to afford the prevailing cost of infant care services.

**EDEN YOUTH CENTER**  
Hayward, California  
\$10,000

This Center provides space, office support, planning, and fundraising assistance to eighteen youth organizations in Hayward. Most of these organizations have experienced substantial reductions in their government funds. This grant supports a staff member to assist these organizations to plan for a future without significant government funds.

**HERBERT HOOVER MEMORIAL  
BOYS' CLUB**  
Menlo Park, California  
\$12,000

The Boys' Club conducts educational, health, and recreational programs for boys and girls in East Palo Alto, Menlo Park, and Redwood City. This grant finances the continuation of these programs in the first two cities and expansion in the third city.

**INDOCHINESE RESETTLEMENT AND  
CULTURAL CENTER**  
San Jose, California  
\$10,000

This Center is the major multi-service organization for 40,000 Indochinese refugees in Santa Clara and Monterey Counties. The Center is unique in providing critical services to refugees. The grant will help the Center continue some of these services (information and referral, immigration and language interpretation, and job placement) and to gain time to increase its support from local corporations.

**MID-PENINSULA YOUTH AND  
COMMUNITY SERVICES**  
East Palo Alto, California  
\$8,000

This organization operates the only public swimming program for young people in East Palo Alto. The Foundation's grant, along with corporate and governmental support, made it possible for the program to serve 300 youngsters per week during the 1982 summer.

**PALO ALTO AREA YMCA**  
Palo Alto, California  
\$8,600

The YMCA conducts physical education, family counseling, child care, and other human services for Palo Alto-area residents. Its board needed to know whether there was sufficient demand for a new family fitness and health education center and how the money for it could be raised. This grant paid for a survey of community needs to help determine demand.

**SANTA CLARA COUNTY FAMILY  
EDUCATION CENTER**

San Jose, California  
\$15,000

The Center, formed in 1981, conducts parenting classes, trains parents to be volunteer helpers to other parents, and administers an information and referral service on resources and programs available to parents. This grant helps pay for salaries of Center staff members and trainers in 1982.

**UNITED WAY OF  
SANTA CLARA COUNTY**

San Jose, California  
\$2,000

United Way and other private funders in Santa Clara County needed precise information on the effect of reduced government funding on a selected number of human service organizations. This grant, along with support from other funders, financed the study and supported meetings intended to help both grantees and private grantors adjust to the reality of fewer government dollars.

**VALLEY VOLUNTEER BUREAU**

Pleasanton, California  
\$15,000

The Bureau matches the needs of nonprofit organizations in Southern Alameda County with resources from local corporations. It finds corporate persons to serve as directors of nonprofit organizations, provides volunteers for these organizations, and advises them on management problems and fundraising. This grant paid for staff expenses for the Bureau to help more organizations in 1982.

**YWCA OF THE MONTEREY PENINSULA**

Monterey, California  
\$50,000

This "Y" has begun to use a building as an emergency shelter for battered women and their children. The Foundation grant was used towards the purchase of the building.

**OTHER**

**COMMUNITY TRAINING AND  
DEVELOPMENT PROJECT**

San Francisco, California  
\$50,000 over three years

The Project provides management assistance to nonprofit organizations in the Bay Area through low-cost workshops and consulting services. This grant will help the Project adapt its services to meet the needs of organizations faced with diminishing public support.

**THE GRANTSMANSHIP CENTER**

Los Angeles, California  
\$75,000 over three years

The Grantsmanship Center is a ten-year-old national organization that provides assistance to low-budget nonprofit organizations. It is very active in the Bay Area. The purpose of this grant is to provide partial support and office expenses of a new Development and Marketing Office which will help to restore the Center's workshop and publications program to a break-even basis.

Special projects permit the Foundation to respond to a few especially interesting and important proposals that are consistent with the broad purposes of the Foundation but fall outside its established programs.

LIBRARIES

THE AMERICAN TRUST FOR THE  
BRITISH LIBRARY  
New York, New York  
\$300,000

The British Library is the major resource outside the U. S. for students and scholars working in American Studies. This grant will help fill gaps in the American collection and replace lost books, largely through microphotographic reproduction from research libraries in this country.

CALIFORNIA HISTORICAL SOCIETY  
San Francisco, California  
\$60,000

The California Historical Society manages several of the most important collections of western and California historical materials. The Foundation's grant will help pay the costs of renovating the library to make its collection more secure from earthquakes, theft, and other hazards.

FRIENDS OF THE SAN FRANCISCO  
PUBLIC LIBRARY  
San Francisco, California  
\$10,000

The Friends arranged for an expert to prepare a ten-year plan for the San Francisco library system to assist both the Library Board and the Board of Supervisors to allocate library funds. *The entire effort was funded by the contributions of several local foundations.*

ORGANIZATIONS SERVING NONPROFIT GROUPS

CENTER FOR EFFECTIVE  
PHILANTHROPY  
Cambridge, Massachusetts  
\$10,000

The Center was organized by a group of experienced foundation executives to help foundations and corporate philanthropy programs increase their effectiveness. The Center provides consultant services and conducts research and educational activities. This grant is for general support.

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# S P E C I A L P R O J E C T S

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**THE FOUNDATION CENTER**  
New York, New York  
\$84,000 over three years

The Center informs the public, government officials, and grantmakers about the funding activities of foundations and corporations. The purpose of this grant is to cover staff salaries and office expenses of the Center as it carries out its public information function. Part of the grant will be used to cover expenses of the Center's San Francisco field office.

**INDEPENDENT SECTOR**  
Washington, D.C.  
\$15,000

IS is a two-year-old national organization that promotes the value of philanthropic giving and volunteering in public forums and government settings. One of the principal objectives of IS is to promote effective management of nonprofit organizations. This grant will support some of the first-year expenses of a new program office to coordinate its work in this area.

## PUBLIC POLICY

**JOINT CENTER FOR POLITICAL STUDIES**  
Washington, D.C.  
\$400,000 over four years

The Center has decided to expand its policy research and analysis work on social and economic topics of particular interest to black Americans. This general support grant is intended to strengthen the capability of the Center to do such work.

**NATIONAL ACADEMY OF SCIENCES**  
Washington, D.C.  
\$300,000 over three years

The National Academy of Sciences is an organization of scientists, engineers, and medical doctors devoted to analysis of issues concerning science and public policy. Almost all of the Academy's research has responded to the needs of external funders. The Foundation's grant, combined with contributions of several other foundations, will create a fund on which the Academy can draw to conduct projects of its own choice.

STANFORD UNIVERSITY,  
SCHOOL OF EDUCATION  
Stanford, California  
\$14,970

The Schools of Education at both Stanford and U.C. Berkeley have undertaken major projects of research and assistance in the public schools. This grant will support a series of seminars that will enable faculty members of the two schools to meet regularly and discuss state policy issues with public education and community leaders.

THE TRILATERAL COMMISSION  
New York, New York  
\$150,000 over three years

The Trilateral Commission is an organization of leading private citizens from North America, the European community, and Japan. It commissions reports and disseminates information through publications and conferences on major policy issues of common concern to the regions represented. This grant will help finance the work of the North American office in the three-year period, 1982-1985.

#### OTHER

AMERICAN POLITICAL SCIENCE  
ASSOCIATION, PROJECT '87  
Washington, D.C.  
\$275,000 over three years

Project '87 is a joint effort of the American Political Science and the American Historical Associations to improve public understanding of the history and current issues of the Constitution. It is organizing a variety of study projects for teaching at the high school and college levels and for presentation on television. The Foundation's grant will be used for core staff and operating expenses.

COLUMBIA UNIVERSITY,  
SCHOOL OF JOURNALISM,  
MEDIA AND SOCIETY SEMINARS  
New York, New York  
\$10,000

The Media and Society program recently organized four seminars on issues of the Bill of Rights attended by leading professionals in journalism and the law. This grant, combined with funds from the Corporation for Public Broadcasting, will enable the program to prepare videotapes of the events for possible use in college or high school classes in connection with the Bicentennial of the U.S. Constitution.

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# S P E C I A L P R O J E C T S

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## THE CONFERENCE BOARD

New York, New York

\$15,000

This grant will help support a conference on the impact of the federal budget on the American economy. Approximately fifty experts from government, business, and the advisory professions will attend the conference.

## FOUNDATION FOR HUMAN SERVICE STUDIES, INC.

Ithaca, New York

\$15,000

This grant helps pay the cost of preparing a compendium of several research projects on the efficacy of the federal government's Head Start program.

## NATIONAL EXECUTIVE SERVICE CORPS

New York, New York

\$15,000

The National Executive Service Corps' Committee on Marshalling Human Resources is a part of the President's Task Force on Private Sector Initiatives. It aims to strengthen volunteerism through a number of action programs, such as involving more young people in volunteering, increasing the effectiveness of volunteer organizations, and reaffirming volunteerism as an essential part of the fabric of American society. This grant provides funds for the 1983 activities of the Committee.

## NATIONAL INFORMATION BUREAU

New York, New York

\$5,000

The National Information Bureau organized an effort to standardize the forms by which charities report their income and expenses to state and federal tax agencies. This grant will help the State of California meet the cost of making its conversion to the new reporting forms.

## NATIONAL JUDICIAL COLLEGE

Reno, Nevada

\$6,000

The College sponsored a five-day seminar to expose fifty judges to experimentation taking place in small claims courts. This grant helped cover the costs of the seminar.



**PARENTS' NURSERY SCHOOL**  
Palo Alto, California  
\$10,000

Parents' Nursery School is a local parent-owned cooperative founded in 1942 on the belief that parents' participation in their children's education benefits the child, the parents, and the community. This grant provides funds for the School's classroom addition project.

**STANFORD UNIVERSITY,  
BOYS TOWN CENTER**  
Stanford, California  
\$31,333

The Center was conducting a major five-year study of foster care standards in California when its funding was temporarily interrupted. This grant was made to ensure the completion of the study.

**STANFORD UNIVERSITY,  
SCHOOL OF EDUCATION**  
Stanford, California  
\$15,000

The School of Education at Stanford has organized an effort to involve faculty inside and outside the School in a systematic examination of the programs in five nearby school districts. Working with school faculty and administrators, the Stanford project will develop a series of policy and operational recommendations. This grant is for partial support of the study.

**WOODROW WILSON INTERNATIONAL  
CENTER FOR SCHOLARS**  
Washington, D.C.  
\$15,000

This grant will help support two meetings of U.S. and Latin American public and private sector leaders to examine the issues and make recommendations concerning U.S.-Latin American relations.

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, Roger W. Heyns, at the Menlo Park office. 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 conduct its affairs with a small staff, a more detailed response will 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 program support of organizations active in its main areas of interest. 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 which 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:

1. 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.

2. 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 ceased.

3. The identity and qualifications of the key personnel to be involved.

4. A list of members of the governing body.

5. Evidence of tax-exempt status.

6. 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 for support 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 both those that lie clearly outside the Foundation's declared interests and those declined at the staff level.

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E D U C A T I O N

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# AUTHORIZATIONS AND DISBURSEMENTS

	Unpaid Grants 31 December 1981	Grants Authorized	1982 Payments Made	Unpaid Grants 31 December 1982
AMERICAN COUNCIL ON EDUCATION Washington, D.C.  <i>For general support</i>		\$ 300,000	\$ 100,000	\$ 200,000
ASSOCIATION OF AMERICAN UNIVERSITY PRESSES New York, New York  <i>To develop an annotated, computerized data base                      of university press books in print</i>	\$ 132,500		3,000 (129,500)*	
ASSOCIATION OF THEOLOGICAL SCHOOLS Vandalia, Ohio  <i>To establish a National Council on Theological                      Research and Scholarship</i>		15,000	15,000	
THE BUSH FOUNDATION St. Paul, Minnesota  <i>For the College Alumni Challenge Grant Program</i> <i>For the Black College Capital Campaign                      Challenge Grants Program</i>	265,000	330,000	330,000	265,000
UNIVERSITY OF CALIFORNIA, BERKELEY, MATHEMATICS, ENGINEERING, SCIENCE ACHIEVEMENT (MESA) PROGRAM Berkeley, California  <i>To expand the support program</i>	375,000	300,000	675,000	
UNIVERSITY OF CALIFORNIA, LOS ANGELES, CENTER FOR THE STUDY OF EVALUATION Los Angeles, California  <i>For MESA program evaluation project</i>		46,000	46,000	
UNIVERSITY OF CALIFORNIA, SAN DIEGO, CENTER FOR U.S.-MEXICO STUDIES La Jolla, California  <i>For general support</i>		210,000	105,000	105,000

\* Grant cancelled

E D U C A T I O N

	Unpaid Grants 31 December 1981	1982 Grants Authorized	Payments Made	Unpaid Grants 31 December 1982
THE FULBRIGHT ALUMNI ASSOCIATION Bryn Mawr, Pennsylvania <i>For general support</i>		10,000	10,000	
GRADUATE THEOLOGICAL UNION Berkeley, California <i>For development of long-term plan</i>		15,000	15,000	
INDEPENDENT COLLEGES OF NORTHERN CALIFORNIA San Francisco, California <i>To stimulate large contributions to the ICNC campaign</i>	18,500		18,500	
INTERNATIONAL AND AREA STUDIES PROGRAM <i>To establish discretionary fund endowments for international and area studies (matching grants)</i>				
UNIVERSITY OF CALIFORNIA, LOS ANGELES, Los Angeles, California	75,000		37,500	37,500
UNIVERSITY OF CHICAGO, Chicago, Illinois	100,000			100,000
COLUMBIA UNIVERSITY, New York, New York	150,000		69,000	81,000
GEORGETOWN UNIVERSITY, Washington, D.C.		200,000		200,000
UNIVERSITY OF ILLINOIS, URBANA-CHAMPAIGN, Urbana, Illinois		200,000	200,000	
JOHNS HOPKINS UNIVERSITY, Baltimore, Maryland		200,000		200,000
UNIVERSITY OF MICHIGAN, Ann Arbor, Michigan	150,000		150,000	
TUFTS UNIVERSITY, Medford, Massachusetts		200,000		200,000
UNIVERSITY OF WASHINGTON, Seattle, Washington	24,275		24,275	
YALE UNIVERSITY, New Haven, Connecticut	125,000			125,000
INTERNATIONAL COUNCIL ON THE FUTURE OF THE UNIVERSITY New York, New York <i>For general support</i>		10,000	10,000	

## AUTHORIZATIONS AND DISBURSEMENTS

	Unpaid Grants 31 December 1981	1982		Unpaid Grants 31 December 1982
		Grants Authorized	Payments Made	
LIBERAL ARTS COLLEGE SELF-RENEWAL PROGRAM				
<i>To help endow presidential discretionary funds of liberal arts colleges (matching grants)</i>				
ALBION COLLEGE, Albion, Michigan		75,000		75,000
ALLEGHENY COLLEGE, Meadville, Pennsylvania		87,500		87,500
BATES COLLEGE, Lewiston, Maine	37,500		37,500	
BEREA COLLEGE, Berea, Kentucky	75,000		25,000	50,000
BRYN MAWR COLLEGE, Bryn Mawr, Pennsylvania	75,000		50,000	25,000
BUCKNELL UNIVERSITY, Lewisburg, Pennsylvania		100,000		100,000
CALVIN COLLEGE, Grand Rapids, Michigan	50,000		25,000	25,000
COLBY COLLEGE, Waterville, Maine	100,000		50,000	50,000
COLGATE UNIVERSITY, Hamilton, New York	50,000		25,000	25,000
COLLEGE OF WOOSTER, Wooster, Ohio		100,000		100,000
COLORADO COLLEGE, Colorado Springs, Colorado		87,500		87,500
DENISON UNIVERSITY, Granville, Ohio	87,500		50,000	37,500
DICKINSON COLLEGE, Carlisle, Pennsylvania		87,500		87,500
EARLHAM COLLEGE, Richmond, Indiana	75,000			75,000
FRANKLIN & MARSHALL COLLEGE, Lancaster, Pennsylvania	100,000			100,000
GETTYSBURG COLLEGE, Gettysburg, Pennsylvania	25,000			25,000
GOUCHER COLLEGE, Towson, Maryland	75,000		50,000	25,000
GRINNELL COLLEGE, Grinnell, Iowa	87,500			87,500
HAMILTON COLLEGE, Clinton, New York	100,000		50,000	50,000
HAVERFORD COLLEGE, Haverford, Pennsylvania	87,500		50,000	37,500
HOPE COLLEGE, Holland, Michigan	75,000			75,000
KALAMAZOO COLLEGE, Kalamazoo, Michigan	50,000		25,000	25,000
KENYON COLLEGE, Gambier, Ohio		100,000		100,000
KNOX COLLEGE, Galesburg, Illinois	50,000			50,000
LAFAYETTE COLLEGE, Easton, Pennsylvania	100,000			100,000

E D U C A T I O N

	Unpaid Grants 31 December 1981	1982		Unpaid Grants 31 December 1982
		Grants Authorized	Payments Made	
LAKE FOREST COLLEGE, Lake Forest, Illinois		75,000		75,000
LAWRENCE UNIVERSITY, Appleton, Wisconsin	62,500		62,500	
LEHIGH UNIVERSITY, Bethlehem, Pennsylvania	100,000			100,000
MACALESTER COLLEGE, St. Paul, Minnesota	87,500			87,500
MIDDLEBURY COLLEGE, Middlebury, Vermont	50,000		50,000	
MOUNT HOLYOKE COLLEGE, South Hadley, Massachusetts		125,000		125,000
OCCIDENTAL COLLEGE, Los Angeles, California	62,500		62,500	
OHIO WESLEYAN COLLEGE, Delaware, Ohio		100,000		100,000
POMONA COLLEGE, Claremont, California		100,000		100,000
REED COLLEGE, Portland, Oregon		87,500		87,500
ST. LAWRENCE UNIVERSITY, Canton, New York	12,500			12,500
ST. OLAF COLLEGE, Northfield, Minnesota		100,000		100,000
SKIDMORE COLLEGE, Saratoga Springs, New York	100,000		25,000	75,000
SWARTHMORE COLLEGE, Swarthmore, Pennsylvania	100,000		100,000	
TRINITY COLLEGE, Hartford, Connecticut	75,000		25,000	50,000
WESLEYAN UNIVERSITY, Middletown, Connecticut	125,000			125,000
WHEATON COLLEGE, Norton, Massachusetts		87,500		87,500
WILLIAMS COLLEGE, Williamstown, Massachusetts	25,000		25,000	
MASSACHUSETTS INSTITUTE OF TECHNOLOGY Cambridge, Massachusetts				
<i>For start-up costs of the College of Science, Technology, and Society</i>	100,000		100,000	
RESEARCH CORPORATION New York, New York				
<i>To support research grants in science for liberal arts college faculty</i>	100,000		50,000	50,000



# AUTHORIZATIONS AND DISBURSEMENTS

	Unpaid Grants 31 December 1981	1982		Unpaid Grants 31 December 1982
		Grants Authorized	Payments Made	
<b>RESEARCH LIBRARIES GROUP</b> Stanford, California <i>For general support</i>		300,000	300,000	
<b>STANFORD UNIVERSITY</b> Stanford, California <i>To support communication mechanisms dealing with issues of common interest to U.S. and Mexico</i>  <i>To support continued planning and project development of the Consortium of U.S.-Mexico projects</i>  <i>To support the new Consortium of U.S. Programs on Mexico</i>		6,000 9,500 180,000	6,000 9,500 81,000	99,000
<b>UNITED NATIONS ASSOCIATION OF THE UNITED STATES OF AMERICA, INC., THE INTERDEPENDENT</b> New York, New York  <i>To support test subscription promotion plan</i>		15,000	15,000	
<b>UNIVERSITIES FIELD STAFF INTERNATIONAL</b> Hanover, New Hampshire  <i>To attract new members by subsidizing memberships</i>	66,000		45,000	21,000
<b>WORLD AFFAIRS COUNCIL OF NORTHERN CALIFORNIA</b> San Francisco, California  <i>To support the organization of the Bay Area Committee on Foreign Affairs</i>  <i>To provide second year support for the Bay Area and the World Project</i>		15,000 165,000	15,000 165,000	
<b>TOTAL EDUCATION</b>	3,781,275	4,039,000	3,511,775	4,308,500

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E N V I R O N M E N T

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# AUTHORIZATIONS AND DISBURSEMENTS

	Unpaid Grants 31 December 1981	1982 Grants Authorized	1982 Payments Made	Unpaid Grants 31 December 1982
<p>AMERICAN LAND FORUM Bethesda, Maryland</p> <p><i>For general support of improvement in environmental decisionmaking</i></p>		120,000	45,000	75,000
<p>CALIFORNIA NATIVE PLANT SOCIETY Napa, California</p> <p><i>For part-time help to train volunteers in the Napa County Natural Science Docent Program</i></p>		3,000	3,000	
<p>UNIVERSITY OF CALIFORNIA, SANTA CRUZ, ENVIRONMENTAL FIELD PROGRAM Santa Cruz, California</p> <p><i>To support the Program in 1983</i></p>		15,000	15,000	
<p>UNIVERSITY OF CALIFORNIA, SYSTEMWIDE ADMINISTRATION Berkeley, California</p> <p><i>For a program in environmental education at the Elkus 4-H Ranch and the Poplar Center Farm</i></p> <p><i>To produce brochures on Natural Land and Water Reserves System</i></p>		9,500	4,250	5,250
<p>UNIVERSITY OF CALIFORNIA, BERKELEY, THE ENERGY AND RESOURCES GROUP Berkeley, California</p> <p><i>To support policy-related work on environmental issues</i></p>		210,000	70,000	140,000
<p>CAMP UNALAYEE Palo Alto, California</p> <p><i>For support of a part-time person to stimulate recruitment for the Camp</i></p>	2,800		1,800	1,000
<p>CENTER FOR COLLABORATIVE PROBLEM SOLVING San Francisco, California</p> <p><i>To support its environmental activities</i></p>		150,000	75,000	75,000
<p>CENTER FOR ENVIRONMENTAL INTERN PROGRAMS Boston, Massachusetts</p> <p><i>For general support</i></p>	20,000		20,000	

# E N V I R O N M E N T

	Unpaid Grants 31 December 1981	1982		Unpaid Grants 31 December 1982
		Grants Authorized	Payments Made	
CENTER FOR NEGOTIATION AND PUBLIC POLICY, INC. Boston, Massachusetts <i>For general support</i>		150,000	50,000	100,000
CENTER FOR PUBLIC RESOURCES New York, New York <i>To insure broad participation in a meeting on the process of reducing costs of environmental disputes</i>		10,000	10,000	
CONSERVATION FOUNDATION Washington, D.C. <i>For general support</i>	220,000		140,000	80,000
THE COUNCIL OF STATE PLANNING AGENCIES/ NATIONAL GOVERNORS' ASSOCIATION Washington, D.C. <i>To support its work on environmental issues</i>		120,000	60,000	60,000
ENVIRONMENTAL LAW INSTITUTE Washington, D.C. <i>For general support</i>	170,000		115,000	55,000
FILOLI CENTER Woodside, California <i>For an endowment</i>		155,000	155,000	
FORUM ON COMMUNITY AND THE ENVIRONMENT Palo Alto, California <i>For general support</i> <i>To support the Education Consortium for Productive Conflict in Social and Environmental Disputes in developing curriculum training materials</i>		195,000 15,000	70,000 15,000	125,000
FOUNDATION FOR THE ADVANCEMENT OF ENVIRONMENTAL EDUCATION FOR THE BAY AREA San Francisco, California <i>For Environmental Education Alliance Coordinator salary costs</i> <i>For the Bay Area Environmental Resources Fair</i>	3,000	15,000	11,000 3,000	4,000

## AUTHORIZATIONS AND DISBURSEMENTS

	Unpaid Grants 31 December 1981	1982		Unpaid Grants 31 December 1982
		Grants Authorized	Payments Made	
FUND FOR THE PRESERVATION OF WILDLIFE IN NATURAL AREAS Boston, Massachusetts  <i>For the development of Land Trust Exchange</i>		15,000	15,000	
HARBINGER COMMUNICATIONS Santa Cruz, California  <i>For general support</i>	30,000		20,000	10,000
<i>To assist in developing an information network system</i>		11,000		11,000
HIDDEN VILLA Los Altos, California  <i>For general support</i>	10,000		10,000	
KEYSTONE CENTER FOR CONTINUING EDUCATION Keystone, Colorado  <i>To support conflict management activities</i>		180,000	60,000	120,000
LEAGUE OF WOMEN VOTERS EDUCATION FUND Washington, D.C.  <i>To support the League's efforts to strengthen state and local League volunteer capability on environmental issues</i>	50,000		50,000	
MASSACHUSETTS INSTITUTE OF TECHNOLOGY, ENVIRONMENTAL NEGOTIATIONS PROGRAM Cambridge, Massachusetts  <i>For work in the field of conflict management</i>		130,000	65,000	65,000
JOHN MUIR INSTITUTE Napa, California  <i>For general support</i>	110,000		39,365	70,635
NATIONAL ARCHIVES AND RECORDS SERVICE Washington, D.C.  <i>To help cover costs of microfilming extant John Muir papers</i>		10,000		10,000
NATIONAL ASSOCIATION OF ENVIRONMENTAL PROFESSIONALS Iowa City, Iowa  <i>For clerical assistance and membership costs</i>		10,000	10,000	

# E N V I R O N M E N T

	Unpaid Grants 31 December 1981	1982		Unpaid Grants 31 December 1982
		Grants Authorized	Payments Made	
NATIONAL CONFERENCE OF STATE LEGISLATURES Denver, Colorado  <i>To extend its work on environmental issues</i>		120,000	60,000	60,000
NATIONAL PARKS AND CONSERVATION ASSOCIATION Washington, D.C.  <i>To support a two year study to establish method for evaluating human capacity of individual national parks</i>		15,000	15,000	
THE NATURE CONSERVANCY San Francisco, California  <i>To support the California Critical Areas Program</i>		300,000	300,000	
NEIGHBORHOOD JUSTICE CENTER OF HONOLULU Honolulu, Hawaii  <i>To expand services in dispute resolution dealing with land use and other environmental issues</i>		11,000	11,000	
NORTHERN LIGHTS INSTITUTE Helena, Montana  <i>To improve decisionmaking on environmental issues at the regional level</i>	150,000		50,000	100,000
OCEANIC SOCIETY San Francisco, California  <i>For development of its Speakers Bureau</i>	1,390		(1,390)*	
PENINSULA CONSERVATION CENTER FOUNDATION Palo Alto, California  <i>To support environmental education coordinating efforts</i>		34,000	10,000	24,000
PRINCETON UNIVERSITY, CENTER FOR ENERGY AND ENVIRONMENTAL STUDIES Princeton, New Jersey  <i>To support policy-related work</i>		210,000	70,000	140,000

\* Grant cancelled

# AUTHORIZATIONS AND DISBURSEMENTS

	Unpaid Grants 31 December 1981	1982		Unpaid Grants 31 December 1982
		Grants Authorized	Payments Made	
QUEBEC-LABRADOR FOUNDATION, INC. Ipswich, Massachusetts <i>For general support of the Atlantic Center for the Environment</i>	60,000			60,000
RESOURCES FOR THE FUTURE Washington, D.C. <i>For general support</i>	100,000		100,000	
ROMCOE, CENTER FOR ENVIRONMENTAL PROBLEM SOLVING Boulder, Colorado <i>For a program of education and training in the techniques of conflict management</i>	140,000		70,000	70,000
SCIENTISTS' INSTITUTE FOR PUBLIC INFORMATION New York, New York <i>To support policy-related work</i>		150,000	50,000	100,000
SIERRA CLUB FOUNDATION San Francisco, California <i>For Inner City Outings program which provides outdoor experience to inner city youth</i>	2,170		2,170	
STUDENT CONSERVATION ASSOCIATION, INC. Charlestown, New Hampshire <i>For general support</i>	30,000		30,000	
WORLDWATCH INSTITUTE Washington, D.C. <i>For general support</i>	60,000		60,000	
<b>TOTAL ENVIRONMENT</b>	1,159,360	2,378,500	1,966,975	1,570,885

P E R F O R M I N G A R T S





# AUTHORIZATIONS AND DISBURSEMENTS

	Unpaid Grants 31 December 1981	Grants Authorized	1982 Payments Made	Unpaid Grants 31 December 1982
AFFILIATE ARTISTS, INC. San Francisco, California <i>For Community Artist Residency Training Program in California</i>	20,000		20,000	
AMERICAN ASSOCIATION OF MUSEUMS Washington, D.C. <i>For their accreditation program</i>	25,000		25,000	
BERKELEY STAGE COMPANY Berkeley, California <i>To provide salary support for a full-time fundraiser and professional management advice</i>	21,355		21,355	
BERKELEY SYMPHONY ORCHESTRA Berkeley, California <i>For general support</i>		60,000	20,000	40,000
BOSTON SYMPHONY ORCHESTRA, BERKSHIRE MUSIC CENTER AT TANGLEWOOD Boston, Massachusetts <i>To create a fund to underwrite costs of auditions in the Bay Area and endow fellowships</i>		150,000		150,000
CABRILLO MUSIC FESTIVAL Aptos, California <i>To strengthen fundraising and administration</i>	7,450		7,450	
CITY OF PALO ALTO, PALO ALTO COMMUNITY THEATRE Palo Alto, California <i>For temporary theatre relocation</i>		6,329	6,329	
CULTURAL COUNCIL OF SANTA CRUZ COUNTY Aptos, California <i>To help the Council's management assistance project</i>		10,000	10,000	
EL TEATRO CAMPESINO San Juan Bautista, California <i>To provide salary support to hire full-time professionals for four positions</i> <i>To assist with cash-flow problems</i>	44,300	15,000	44,300 15,000	

# P E R F O R M I N G A R T S

	Unpaid Grants 31 December 1981	1982		Unpaid Grants 31 December 1982
		Grants Authorized	Payments Made	
<b>EUREKA THEATRE COMPANY</b> San Francisco, California  <i>To assist with relocation after a recent fire</i>  <i>To provide partial salary support of key personnel</i> <i>and to broaden the Company's funding base</i>		15,000  90,000	15,000  15,000	75,000
<b>HOLY NAMES COLLEGE</b> Oakland, California  <i>To strengthen fundraising for an advanced</i> <i>training program for music teachers in the Kodaly</i> <i>Program</i>	100,000		25,000	75,000
<b>INSTITUTE OF THE AMERICAN MUSICAL</b> Los Angeles, California  <i>For general support</i>		5,000	2,500	2,500
<b>JULIAN THEATRE</b> San Francisco, California  <i>To provide salary support for a Development</i> <i>Director and administrative improvements</i>	20,000		15,000	5,000
<b>MAGIC THEATRE</b> San Francisco, California  <i>For general support</i>		120,000	40,000	80,000
<b>MEADOWOOD MUSIC CAMPS, INC.</b> Berkeley, California  <i>For general support</i>		15,000	15,000	
<b>METROPOLITAN OPERA NATIONAL COUNCIL</b> Marina Del Rey, California  <i>For the Council's Educational Fund in the Western</i> <i>Region</i>	10,000		6,225	3,775
<b>MIDSUMMER MOZART FESTIVAL</b> Menlo Park, California  <i>To provide salary support for General Manager</i> <i>position</i>		15,000	15,000	
<b>NATIONAL OPERA INSTITUTE</b> Washington, D.C.  <i>For apprenticeship program in opera</i> <i>administration</i>	5,000		5,000	

# AUTHORIZATIONS AND DISBURSEMENTS

	Unpaid Grants 31 December 1981	1982		Unpaid Grants 31 December 1982
		Grants Authorized	Payments Made	
NATIONAL SYMPHONY Washington, D.C. <i>For general support</i>		10,000	10,000	
OAKLAND BALLET Oakland, California <i>To help increase earned and contributed income and establish a cash fund</i>		125,000		125,000
OAKLAND SYMPHONY Oakland, California <i>For extending the Symphony's summer season with four concerts and sixteen rehearsals of contemporary American music</i>	90,460		42,710 (47,750)*	
ONE ACT THEATRE COMPANY OF SAN FRANCISCO San Francisco, California <i>To provide salary support for Development Director</i>		50,000	20,700	29,300
OREGON SHAKESPEAREAN FESTIVAL ASSOCIATION Ashland, Oregon <i>For advanced training of young artists</i>	100,000		75,000	25,000
PARTNERS FOR LIVABLE PLACES, WESTERN REGIONAL OFFICE Oakland, California <i>To prepare a study of cultural facilities in downtown Oakland</i>		10,000		10,000
PHILHARMONIA BAROQUE ORCHESTRA OF THE WEST San Francisco, California <i>To assist the Orchestra during the 1982-83 and 1983-84 seasons</i>		60,000	30,000	30,000
PHILHARMONIC SOCIETY OF FREMONT-NEWARK Fremont, California <i>To support the 1983 season's "pops" concert</i>		1,500		1,500
THE PICKLE FAMILY CIRCUS San Francisco, California <i>To assist the Circus in implementing a three year development plan</i>		75,000	10,000	65,000

\* Grant cancelled

# P E R F O R M I N G A R T S

	Unpaid Grants 31 December 1981	1982		Unpaid Grants 31 December 1982
		Grants Authorized	Payments Made	
<b>PENINSULA BALLET THEATRE</b> San Mateo, California  <i>Towards stipends for young classical ballet soloists and fees for a scenic designer</i>	30,000		23,590	6,410
<b>THE POCKET OPERA COMPANY</b> San Francisco, California  <i>To provide salary support for two administrative positions</i>	8,000		8,000	
<b>SAN FRANCISCO BALLET</b> San Francisco, California  <i>To provide stipends for seventeen apprentice artists</i>  <i>Towards construction of a new facility</i>	124,000	200,000	62,000 200,000	62,000
<b>SAN FRANCISCO CONCERT ORCHESTRA</b> San Francisco, California  <i>To strengthen fundraising capacity and for a guest conductor</i>	26,500		20,000	6,500
<b>SAN FRANCISCO CONSERVATORY OF MUSIC</b> San Francisco, California  <i>For its master classes and workshops</i>	26,000		26,000	
<b>SAN FRANCISCO MOVING COMPANY</b> San Francisco, California  <i>For administrative reorganization</i>		15,000	15,000	
<b>SAN FRANCISCO OPERA CENTER</b> San Francisco, California  <i>For general support</i>		300,000	100,000	200,000
<b>SAN FRANCISCO PERFORMANCES, INC.</b> San Francisco, California  <i>For general support</i>		30,000	15,000	15,000
<b>SAN FRANCISCO REDEVELOPMENT AGENCY</b> San Francisco, California  <i>For feasibility study of a medium-sized theatre in Yerba Buena complex</i>	10,000		10,000	
<b>SAN JOSE REPERTORY COMPANY</b> San Jose, California  <i>To provide salary support for positions of General Manager and Development Director</i>	20,000		20,000	

# AUTHORIZATIONS AND DISBURSEMENTS

	Unpaid Grants 31 December 1981	1982		Unpaid Grants 31 December 1982
		Grants Authorized	Payments Made	
SAN JOSE SYMPHONY ORCHESTRA San Jose, California  <i>To finance a popular concert series and to provide salary support for a fundraising assistant</i>	102,000		34,000	68,000
SCHOLA CANTORUM Cupertino, California  <i>To provide salary support for new full-time General Manager</i>		7,500	2,500	5,000
SCHOLAR OPERA, INC. Palo Alto, California  <i>For Company Manager's salary</i> <i>For general support</i>		15,000 42,200	15,000 6,100	 36,100
TANDY BEAL AND COMPANY Santa Cruz, California  <i>To provide salary support for new Development Director for one year</i>		14,400	14,400	
THEATRE COMMUNICATIONS CENTER OF THE BAY AREA San Francisco, California  <i>For general support</i>		45,000	15,000	30,000
UNITED WAY OF THE BAY AREA, ARTS LOAN FUND San Francisco, California  <i>For general support and membership drive</i>		10,000	10,000	
WINIFRED BAKER CHORALE AND SAN FRANCISCO CIVIC CHORALE San Francisco, California  <i>For general support of "John Poole Festival"</i>		3,600	3,600	
<b>TOTAL PERFORMING ARTS</b>	790,065	1,515,529	1,159,509	1,146,085

P O P U L A T I O N



# AUTHORIZATIONS AND DISBURSEMENTS

	Unpaid Grants 31 December 1981	1982 Grants Authorized	Payments Made	Unpaid Grants 31 December 1982
THE ASIA FOUNDATION San Francisco, California  <i>For family planning and population programs</i>	130,000			130,000
ASSOCIATION FOR VOLUNTARY STERILIZATION, INC. New York, New York  <i>To support non-U.S. government funded activities</i>	170,000		30,000	140,000
BROWN UNIVERSITY, POPULATION STUDIES AND TRAINING CENTER Providence, Rhode Island  <i>For general support</i>	80,000	200,000	180,000	100,000
UNIVERSITY OF CALIFORNIA, BERKELEY, DEMOGRAPHY PROGRAM/POPULATION RESEARCH Berkeley, California  <i>For graduate group</i>	50,000		50,000	
CENTER FOR POPULATION OPTIONS Washington, D.C.  <i>For general support</i>	60,000		30,000	30,000
CENTRE FOR POPULATION ACTIVITIES Washington, D.C.  <i>For general support</i>	120,000		40,000	80,000
COLUMBIA UNIVERSITY, CENTER FOR POPULATION AND FAMILY HEALTH New York, New York  <i>For general support</i>		225,000	75,000	150,000
EDUCATION, TRAINING, AND RESEARCH ASSOCIATES Santa Cruz, California  <i>To support activities relating to teenage sex education, particularly those relating to unwanted pregnancy</i>	150,000		100,000	50,000
EL COLEGIO DE MEXICO, THE PROGRAM OF SOCIAL RESEARCH ON POPULATION Mexico City, Mexico  <i>For general support of the Program of Social Research on Population in Latin America</i>		120,000	40,000	80,000

P O P U L A T I O N

	Unpaid Grants 31 December 1981	Grants Authorized	1982 Payments Made	Unpaid Grants 31 December 1982
FLORIDA STATE UNIVERSITY, CENTER FOR THE STUDY OF POPULATION Tallahassee, Florida  <i>To support the library</i>	16,000		16,000	
GLOBAL TOMORROW COALITION, INC. Washington, D.C.  <i>For support on population and environmental issues</i>		10,000	10,000	
THE ALAN GUTTMACHER INSTITUTE New York, New York  <i>For general support</i>	266,000		133,000	133,000
INTERNATIONAL COMMITTEE ON THE MANAGEMENT OF POPULATION PROGRAMS Salangor, Malaysia  <i>For general support</i>	50,000			50,000
INTERNATIONAL FERTILITY RESEARCH PROGRAM Research Triangle Park, North Carolina  <i>For general support of non-biomedical research</i>		190,000	40,000	150,000
INTERNATIONAL PROJECTS ASSISTANCE SERVICES Chapel Hill, North Carolina  <i>To extend family planning service programs to less-developed countries</i>		150,000	50,000	100,000
INTERNATIONAL UNION FOR THE SCIENTIFIC STUDY OF POPULATION Belgium  <i>For its committees on fertility, population policies, and relationships between income distribution and demographic variables</i>	20,000		20,000	
JOHNS HOPKINS UNIVERSITY, POPULATION CENTER Baltimore, Maryland  <i>For general support of population activities</i>		300,000	100,000	200,000
MARGARET SANGER CENTER New York, New York  <i>To develop international family planning programs in less-developed countries</i>		120,000	50,000	70,000



# AUTHORIZATIONS AND DISBURSEMENTS

	Unpaid Grants 31 December 1981	Grants Authorized	1982 Payments Made	Unpaid Grants 31 December 1982
MEALS FOR MILLIONS/FREEDOM FROM HUNGER FOUNDATION New York, New York  <i>For general support of efforts to integrate family planning components into the program</i>	45,000		45,000	
UNIVERSITY OF MICHIGAN, THE POPULATION STUDIES CENTER Ann Arbor, Michigan  <i>For general support</i>		200,000	100,000	100,000
NATIONAL ALLIANCE FOR OPTIONAL PARENTHOOD Washington, D.C.  <i>For general support</i>	30,000		30,000	
NATIONAL FAMILY PLANNING AND REPRODUCTIVE HEALTH ASSOCIATION Washington, D.C.  <i>To support work in family planning and education program related to unwanted pregnancy</i>		210,000	60,000	150,000
OVERSEAS EDUCATION FUND Washington, D.C.  <i>For the Fund's efforts to further integrate family planning components into its program</i>	125,000		35,000	90,000
PARTNERS OF THE AMERICAS Washington, D.C.  <i>To develop family planning and sex education programs</i>		150,000	50,000	100,000
PATHFINDER FUND Chestnut Hill, Massachusetts  <i>For general support</i>	70,000		70,000	
PLANNED PARENTHOOD FEDERATION OF AMERICA, WESTERN REGION San Francisco, California  <i>For costs of management program for eight Bay Area affiliates</i>		50,000	50,000	
UNIVERSITY OF PENNSYLVANIA, POPULATION STUDIES CENTER Philadelphia, Pennsylvania  <i>For support of the Center</i>	100,000		50,000	50,000

P O P U L A T I O N

	Unpaid Grants 31 December 1981	1982 Grants Authorized	Payments Made	Unpaid Grants 31 December 1982
PENNSYLVANIA STATE UNIVERSITY, THE POPULATION ISSUES RESEARCH CENTER University Park, Pennsylvania <i>For general support</i>		90,000	30,000	60,000
POPULATION ASSOCIATION OF AMERICA Washington, D.C. <i>For general support</i>	50,000		25,000	25,000
POPULATION COUNCIL New York, New York <i>For the Council's social science activities</i>	400,000		200,000	200,000
POPULATION CRISIS COMMITTEE Washington, D.C. <i>To support efforts to increase commitment of policymakers to solutions of population problems</i>		150,000	70,000	80,000
POPULATION REFERENCE BUREAU, INC. Washington, D.C. <i>To support policy analysis work</i>		130,000	65,000	65,000
POPULATION RESOURCE CENTER New York, New York <i>For general support</i>	25,000		25,000	
PRINCETON UNIVERSITY, OFFICE OF POPULATION RESEARCH Princeton, New Jersey <i>For general support</i>		225,000	75,000	150,000
PROGRAM FOR THE INTRODUCTION AND ADAPTATION OF CONTRACEPTIVE TECHNOLOGY Seattle, Washington <i>For general support</i>	35,000		35,000	
PROSPECTIVE UNITED STATES CENTER New York, New York <i>For program to increase understanding of population issues among Catholic Church leaders in developing countries</i>		15,000	15,000	

# AUTHORIZATIONS AND DISBURSEMENTS

	Unpaid Grants 31 December 1981	1982		Unpaid Grants 31 December 1982
		Grants Authorized	Payments Made	
RAND CORPORATION, THE LABOR AND POPULATION PROGRAM Santa Monica, California  <i>For fertility research in developing countries</i>		90,000	30,000	60,000
SYRACUSE UNIVERSITY, THE INSTITUTE FOR FAMILY RESEARCH AND EDUCATION Syracuse, New York  <i>To plan a program designed to reduce teenage pregnancy in Detroit schools</i>		15,000	15,000	
UNITARIAN UNIVERSALIST SERVICE COMMITTEE Boston, Massachusetts  <i>For family planning and fertility management in developing countries</i>		95,000	55,000	40,000
UNIVERSITY OF SOUTHERN CALIFORNIA, POPULATION RESEARCH LABORATORY Los Angeles, California  <i>For development of a population policy program</i>	25,000		25,000	
UNIVERSITY OF TEXAS, POPULATION RESEARCH CENTER Austin, Texas  <i>For general support</i>	60,000		60,000	
UNIVERSITY OF WISCONSIN, CENTER FOR DEMOGRAPHY AND ECOLOGY Madison, Wisconsin  <i>For general support</i>	80,000		20,000	60,000
WORLD EDUCATION New York, New York  <i>To identify and develop women's programs</i>	50,000			50,000
WORLD NEIGHBORS Oklahoma City, Oklahoma  <i>For general support of family planning</i>		210,000	50,000	160,000
YALE UNIVERSITY, ECONOMIC GROWTH CENTER New Haven, Connecticut  <i>For general support</i>	27,000		27,000	
<b>TOTAL POPULATION</b>	<b>2,234,000</b>	<b>2,945,000</b>	<b>2,276,000</b>	<b>2,903,000</b>

R E G I O N A L G R A N T S



# AUTHORIZATIONS AND DISBURSEMENTS

	Unpaid Grants 31 December 1981	Grants Authorized	1982 Payments Made	Unpaid Grants 31 December 1982
BAY AREA BLACK UNITED FUND Oakland, California <i>For general support</i>	17,000		17,000	
THE BAY AREA URBAN LEAGUE, INC. San Francisco, California <i>For general support of their training center</i>	30,000		30,000	
BEEBE PARENT-CHILD CENTER, INC. Oakland, California <i>To support the Center's new infant care program</i>		33,000	11,000	22,000
BERNAL HEIGHTS COMMUNITY FOUNDATION San Francisco, California <i>For general support and assistance in developing a neighborhood center</i>	7,166	65,000	32,166	40,000
BIG SISTERS OF EAST PALO ALTO/ EAST MENLO PARK East Palo Alto, California <i>For general support</i>	6,000		6,000	
CENTER FOR COMMUNITY CHANGE Washington, D.C. <i>To provide specialized assistance to community development organizations in the Bay Area</i>	50,000		50,000	
CHINATOWN NEIGHBORHOOD IMPROVEMENT RESOURCE CENTER San Francisco, California <i>For general support of community development program</i>	35,000	250,000	125,000	160,000
COMMUNITY BOARD PROGRAM San Francisco, California <i>For general support of the Program's dispute resolution centers</i>	135,000		45,000	90,000
COMMUNITY FOUNDATION OF SANTA CLARA COUNTY San Jose, California <i>To support work of Southeast Asian Refugee Task Force</i>	3,500		3,500	

# R E G I O N A L G R A N T S

	Unpaid Grants 31 December 1981	Grants Authorized	1982 Payments Made	Unpaid Grants 31 December 1982
THE COMMUNITY TRAINING AND DEVELOPMENT PROJECTS San Francisco, California  <i>For general support</i>		50,000	20,000	30,000
CRITTENTON FRIENDS, INC. Palo Alto, California  <i>For general support of services to single mothers and mothers-to-be</i>	17,000		9,000	8,000
EAST BAY ASIAN LOCAL DEVELOPMENT CORPORATION Oakland, California  <i>For general support</i>	30,000		30,000	
EDEN YOUTH CENTER Hayward, California  <i>To support Resource Development Director and planning activities expenses</i>		10,000	10,000	
GIRLS' CLUB OF THE MID-PENINSULA Menlo Park, California  <i>For general support, management assistance and board development, energy conservation, and capital improvements</i>	22,900		15,000	7,900
THE GRANTSMANSHIP CENTER Los Angeles, California  <i>To support Development and Marketing Office</i>		75,000	30,000	45,000
HERBERT HOOVER MEMORIAL BOYS' CLUB Menlo Park, California  <i>To support its programs in 1982-83</i>		12,000	12,000	
INDOCHINESE RESETTLEMENT AND CULTURAL CENTER San Jose, California  <i>To strengthen the Center's services to Indochinese refugees</i>		10,000	5,000	5,000
INDUSTRY EDUCATION COUNCIL OF SANTA CLARA COUNTY San Jose, California  <i>For Learning to Earn Program</i>		7,500	7,500	

# AUTHORIZATIONS AND DISBURSEMENTS

	Unpaid Grants 31 December 1981	1982		Unpaid Grants 31 December 1982
		Grants Authorized	Payments Made	
INSTITUTE FOR THE STUDY OF COMMUNITY ECONOMIC DEVELOPMENT Palo Alto, California  <i>For general support of the Institute's promotion of            development in low- and moderate-income            communities</i>	75,000		50,000	25,000
LA RAZA GRAPHIC CENTER, INC. San Francisco, California  <i>For general support of the Center's graphic arts            and printing services for nonprofit organizations            and its job training program for Hispanics</i>	37,500		12,500	25,000
LOCAL INITIATIVES SUPPORT CORPORATION San Francisco, California  <i>For administrative, technical, and evaluation            expense support</i>		250,000	90,000	160,000
MID-PENINSULA YOUTH AND COMMUNITY SERVICES East Palo Alto, California  <i>To support the 1982 swim program</i>		8,000	8,000	
NAACP LEGAL DEFENSE AND EDUCATION FUND Oakland, California  <i>For the Education and Career Development            Project to expand vocational education and            reduce youth unemployment in Oakland</i>	7,500		7,500	
THE NATIONAL URBAN COALITION, WESTERN REGIONAL OFFICE Oakland, California  <i>To support a workshop on new resources</i>		10,000	10,000	
NORTH OF MARKET PLANNING COALITION San Francisco, California  <i>To pay staff salaries and office expenses</i>		60,000	20,000	40,000
OAKLAND YOUTHWORKS Oakland, California  <i>For general support</i>		100,000	50,000	50,000
PALO ALTO AREA YMCA Palo Alto, California  <i>For a community survey of human service needs</i>		8,600	8,600	

# R E G I O N A L G R A N T S

	Unpaid Grants 31 December 1981	1982 Grants Authorized	Payments Made	Unpaid Grants 31 December 1982
PENINSULA COMMUNITY FOUNDATION Burlingame, California  <i>For an endowment</i>	125,000		125,000	
REALITY HOUSE WEST San Francisco, California  <i>For the storefront renovation of Cadillac Hotel</i>		75,000		75,000
RESOURCE CENTER FOR WOMEN Palo Alto, California  <i>For general support</i>	15,000		15,000	
SAN JOSE DEVELOPMENT CORPORATION San Jose, California  <i>For general support</i>		100,000	50,000	50,000
SANTA CLARA COUNTY, OFFICE OF EDUCATION San Jose, California  <i>To support a project to encourage young people to stay in school and prepare for jobs</i>		15,000	15,000	
SANTA CLARA COUNTY FAMILY EDUCATION CENTER San Jose, California  <i>For personnel and office expenses</i>		15,000	15,000	
SENIOR COORDINATING COUNCIL OF THE PALO ALTO AREA, INC. Palo Alto, California  <i>For general support of Retired Executive Volunteers</i>	24,000		10,500	13,500
SPANISH SPEAKING UNITY COUNCIL Oakland, California  <i>To support the Council's community economic development program</i>		225,000	50,000	175,000
STANFORD MID-PENINSULA URBAN COALITION Stanford, California  <i>For general support</i>	60,000		30,000	30,000
<i>To finance the research and evaluation component of the Coalition's Peninsula Academies Program</i>	100,000		25,000	75,000



# AUTHORIZATIONS AND DISBURSEMENTS

	Unpaid Grants 31 December 1981	1982		Unpaid Grants 31 December 1982
		Grants Authorized	Payments Made	
UNITED WAY OF THE BAY AREA San Francisco, California  <i>To support the Summer Youth Project</i>	10,000		10,000	
UNITED WAY OF SANTA CLARA COUNTY Santa Clara, California  <i>To support investigation of impact of fewer government funds for 1982-83</i>		2,000	2,000	
VALLEY VOLUNTEER BUREAU Pleasanton, California  <i>To support a program of providing corporation resources to nonprofit organizations in south Alameda County</i>		15,000	15,000	
YOUTH FOR SERVICE San Francisco, California  <i>For program planning and development activities through 1983</i>		15,000	15,000	
YWCA OF THE MONTEREY PENINSULA Monterey, California  <i>To help purchase emergency shelter for battered women and their children</i>		50,000	50,000	
<b>TOTAL REGIONAL GRANTS</b>	807,566	1,461,100	1,142,266	1,126,400

# S P E C I A L P R O J E C T S

	Unpaid Grants 31 December 1981	1982		Unpaid Grants 31 December 1982
		Grants Authorized	Payments Made	
AMERICAN POLITICAL SCIENCE ASSOCIATION, PROJECT '87 Washington, D.C. <i>For general support</i>		275,000	85,000	190,000
THE AMERICAN TRUST FOR THE BRITISH LIBRARY New York, New York <i>For replacement of lost books from the American                      collection</i>		300,000	100,000	200,000
BROOKINGS INSTITUTION Washington, D.C. <i>For general support of the Institution's research</i>	266,000		133,000	133,000
CALIFORNIA HISTORICAL SOCIETY San Francisco, California <i>For the construction and rehabilitation of a home                      for the Society's library collection</i>		60,000	60,000	
CENTER FOR EFFECTIVE PHILANTHROPY Cambridge, Massachusetts <i>For general support</i>		10,000	10,000	
COLUMBIA UNIVERSITY, SCHOOL OF JOURNALISM, MEDIA AND SOCIETY SEMINARS New York, New York <i>To support project suitability testing of tapes of                      National Seminar on Bill of Rights</i>		10,000	10,000	
THE CONFERENCE BOARD New York, New York <i>For conference on the federal budget</i>		15,000	15,000	
EXPLORATORIUM San Francisco, California <i>To strengthen management operations</i>	55,000		55,000	
THE FOUNDATION CENTER New York, New York <i>For general support of the Center and its                      San Francisco office</i>	25,000	84,000	53,000	56,000

# AUTHORIZATIONS AND DISBURSEMENTS

	Unpaid Grants 31 December 1981	1982		Unpaid Grants 31 December 1982
		Grants Authorized	Payments Made	
FOUNDATION FOR HUMAN SERVICE STUDIES, INC. Ithaca, New York  <i>To cover final expenses of the longitudinal studies                      consortium</i>		15,000	15,000	
FRIENDS OF THE SAN FRANCISCO PUBLIC LIBRARY San Francisco, California  <i>To prepare a ten-year service plan for the                      San Francisco library</i>		10,000	10,000	
INDEPENDENT SECTOR Washington, D.C.  <i>For an effective management program</i>		15,000	15,000	
THE INSTITUTE FOR JOURNALISM EDUCATION Berkeley, California  <i>For general support of the Institute's training                      programs for minority journalists</i>	55,000		30,000	25,000
JOINT CENTER FOR POLITICAL STUDIES Washington, D.C.  <i>To increase the Center's capabilities</i>		400,000	100,000	300,000
NATIONAL ACADEMY OF SCIENCES Washington, D.C.  <i>To support the Academy Studies Program</i>		300,000	100,000	200,000
NATIONAL EXECUTIVE SERVICE CORPS New York, New York  <i>To support the Committee on Marshalling Human                      Resources</i>		15,000	15,000	
NATIONAL INFORMATION BUREAU New York, New York  <i>To support efforts to change reporting forms for                      charitable organizations to national standard</i>		5,000	5,000	
NATIONAL INSTITUTE FOR DISPUTE RESOLUTION New York, New York  <i>For general support</i>	300,000		300,000	

# S P E C I A L P R O J E C T S

	Unpaid Grants 31 December 1981	1982		Unpaid Grants 31 December 1982
		Grants Authorized	Payments Made	
NATIONAL JUDICIAL COLLEGE Reno, Nevada  <i>For small claims resident sessions</i>		6,000	6,000	
NATIONAL URBAN FELLOWS, INC. New York, New York  <i>For general support</i>	50,000		50,000	
OVERSEAS DEVELOPMENT COUNCIL Washington, D.C.  <i>For general support</i>	100,000			100,000
PARENTS' NURSERY SCHOOL Palo Alto, California  <i>For classroom addition project</i>		10,000	10,000	
PROSOCIAL DEVELOPMENT PROGRAM: DEVELOPMENTAL STUDIES CENTER San Ramon, California  <i>To complete the developmental phase of a program to increase prosocial development in American children and funding for first demonstration year</i>	277,000	797,000	675,500	398,500
<i>For Foundation-related expenses</i>	66,065		13,327	52,738
STANFORD UNIVERSITY Stanford, California  <i>For completion of foster care studies by Boys Town Center</i>		31,333	31,333	
<i>For seminar series on Policy Alternatives for California Education</i>		14,970	14,970	
<i>To support the Study of Stanford and Schools</i>		15,000		15,000
THE TRILATERAL COMMISSION New York, New York  <i>For general support</i>	25,000	150,000	75,000	100,000
URBAN INSTITUTE Washington, D.C.  <i>For program in population change and public policy; employment problems; and minority disparities and public policy</i>	200,000		200,000	

# AUTHORIZATIONS AND DISBURSEMENTS

	Unpaid Grants 31 December 1981	1982 Grants Authorized	Payments Made	Unpaid Grants 31 December 1982
UNIVERSITY OF VIRGINIA, WHITE BURKETT MILLER CENTER FOR PUBLIC AFFAIRS Charlottesville, Virginia  <i>For general support of research on the U.S. presidency</i>	100,000		50,000	50,000
WOODROW WILSON INTERNATIONAL CENTER FOR SCHOLARS Washington, D.C.  <i>For support of meetings of leaders from U.S. and Latin America</i>		15,000	15,000	
YALE UNIVERSITY New Haven, Connecticut  <i>For general support of the research activities of the Program on Nonprofit Organizations</i>	100,000		100,000	
<b>TOTAL SPECIAL PROJECTS</b>	1,619,065	2,553,303	2,352,130	1,820,238
<b>GRAND TOTAL—All Program Areas</b>	<b>\$10,391,331</b>	<b>\$14,892,432</b>	<b>\$12,408,655</b>	<b>\$12,875,108</b>

Less refunds and cancellations

(206,301)

Grants authorized, net of refunds and cancellations

\$14,686,131



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(415) 393-8500

16 March 1983

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

In our opinion, the accompanying balance sheets and the related statements of income, expenses, grants, and Foundation principal present fairly the financial position of The William and Flora Hewlett Foundation at 31 December 1982 and 1981, and the results of its operations for the years then ended, in conformity with generally accepted accounting principles consistently applied. Our examinations of these statements were made in accordance with generally accepted auditing standards and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

*Price Waterhouse*

# FINANCIAL STATEMENTS

## BALANCE SHEET

	31 December	
	1982	1981
<b>Assets</b>		
Investments:		
Hewlett-Packard Company common stock	\$421,917,370	\$251,471,741
Other equity securities	46,774,726	30,915,028
Fixed income securities	59,731,968	31,596,832
Money market funds	3,200	15,600
Cash:		
Commercial account	167,233	79,310
Interest receivable	896,861	1,115,957
Dividends receivable	528,794	465,859
Receivable on sale of securities	1,274,721	
Office equipment, automobile and leasehold improvements, net of accumulated depreciation and amortization of \$110,973 and \$69,887	214,589	221,391
Program-related loan		150,000
Other assets	19,212	21,371
	\$531,528,674	\$316,053,089
<b>Liabilities and Foundation Principal</b>		
Grants payable	\$ 12,875,108	\$ 10,391,331
Payable on purchase of securities	10,275,001	
Accounts payable and accrued liabilities	88,366	42,699
Federal excise tax payable	522,999	169,435
Deferred federal excise tax payable	6,907,148	3,061,075
Total liabilities	30,668,622	13,664,540
Foundation principal	500,860,052	302,388,549
	\$531,528,674	\$316,053,089

*See accompanying notes to financial statements.*

# FINANCIAL STATEMENTS

## STATEMENT OF INCOME, EXPENSES, GRANTS, AND FOUNDATION PRINCIPAL

	Year ended 31 December	
	1982	1981
Income:		
Interest	\$ 5,180,078	\$ 2,485,261
Dividends	2,810,552	3,582,624
	<u>7,990,630</u>	<u>6,067,885</u>
Expenses:		
Administrative and investment management expenses	1,112,981	959,200
Federal excise tax	514,074	169,200
	<u>1,627,055</u>	<u>1,128,400</u>
Income available for grants	6,363,575	4,939,485
Grants authorized	14,686,131	10,746,182
Excess of expenses and grants over income	(8,322,556)	(5,806,697)
Realized gain on sales of investments	9,700,907	1,212,392
Unrealized increase (decrease) in market value of investments, net of deferred federal excise tax of \$3,846,000 and (\$395,310)	197,093,152	(19,918,040)
Contributions received, net of deferred federal excise tax of \$1,995,000 in 1981		258,857,787
Increase in fund balance	198,471,503	234,345,442
Foundation principal at beginning of year	302,388,549	68,043,107
Foundation principal at end of year	<u>\$500,860,052</u>	<u>\$302,388,549</u>

*See accompanying notes to financial statements.*



# F I N A N C I A L      S T A T E M E N T S

## NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 1982 AND 1981

**NOTE 1—Accounting policies:**

*Investments*—Investments are carried at market value. Market values at 31 December 1982 and 1981 were determined principally by closing market prices on national stock exchanges. Donated securities are recorded at their fair market value at date of donation.

The unrealized increase (decrease) in the market value of investments held at year end was determined by using market values at the beginning and end of the year or the date assets were contributed if the contribution occurred during the year. Realized gains (losses) on sales of investments during the year were determined using cost.

*Grants*—In the year grant requests are approved by the Board of Directors, they are recorded as grants payable. Grants are authorized subject to certain conditions, and failure of the recipients to meet these conditions may result in cancellations or refunds; such cancellations or refunds are recognized in the year they occur.

*Pension plan*—The Foundation provides a noncontributory defined contribution pension plan for all its employees. The plan is funded and maintained by a trustee. Pension expense for 1982 and 1981 was \$77,000 and \$64,400.

**NOTE 2—Investments:**

The cost of investments held at year end are as follows:

	1982	1981
Hewlett-Packard Company common stock	\$201,751,699	\$221,530,004
Other equity securities	38,503,101	32,009,646
Fixed income securities	58,724,118	31,938,029
	\$298,978,918	\$285,477,679

The Foundation held 5,779,690 shares and 6,346,290 shares of Hewlett-Packard Company stock at 31 December 1982 and 31 December 1981, respectively.

**NOTE 3—Program-related loan:**

During 1977, the Foundation made an interest-free loan commitment of \$550,000 to Filoli Center, Inc., which qualifies as a public charity under Internal Revenue Code Section 501(c)(3). At 31 December 1981 the Foundation had advanced \$150,000 on this commitment which was repaid to the Foundation in 1982. With the repayment of the outstanding loan, the commitment was terminated.

**NOTE 4—Grants payable:**

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.

Grants authorized but unpaid at 31 December 1982 are payable as follows:

Year payable	Amount
1983	\$ 8,128,234
1984	4,205,374
1985	541,500
	\$12,875,108

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# F I N A N C I A L      S T A T E M E N T S

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**NOTE 5—Federal excise tax:**

In accordance with the provisions of the Internal Revenue Code, the Foundation is liable for an excise tax of 2 percent on net investment income. Gains on dispositions of investments for excise tax purposes are calculated using the donor's basis of the investment. Deferred 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 accompanying financial statements reflect provisions for current and deferred excise tax as follows:

	1982	1981
Current	\$ 514,000	\$ 169,200
Deferred	3,846,000	(395,310)
	<u>\$4,360,000</u>	<u>(\$ 226,110)</u>

The Internal Revenue Code also requires that 5 percent of the average monthly investment balance at market value less the excise tax of 2 percent be distributed within one year to avoid additional tax. At 31 December 1982 and 1981, no additional distributions were required.

The Foundation's tax returns for the years ended 31 December 1980 and prior have been examined by the Internal Revenue Service. No significant assessments resulted from those examinations.

**NOTE 6—Final distribution of Estate of Flora L. Hewlett:**

The William and Flora Hewlett Foundation was the residuary beneficiary of the Will of Flora L. Hewlett. On 6 March 1981, the final distribution of the Estate of Flora L. Hewlett took place, and the Foundation received a net contribution of \$258,857,787.

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*A detailed listing of investments is available from the Foundation upon request.*

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