

ANNUAL REPORT

THE WILLIAM AND FLORA
HEWLETT FOUNDATION

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PREFACE

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

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; environmental issues; and more recently, conflict resolution. Some sub-areas of particular interest to the Foundation are listed in the Program Descriptions that follow. For examples of recent grants in any of these categories, see the Foundation's current Annual Report which is available upon request. 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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Foundations spend a good deal of time and effort on evaluation. This attention is prompted by different constituencies: federal and state officials responsible for monitoring the conduct of foundations; the general public; the applicant and grantee community; the board of the foundation and its staff. Evaluation issues arise in all areas of foundation activity: the selection of program interests; the grantmaking process; the grants and programs themselves. This emphasis on evaluation is an appropriate and proper response to concerns about the accountability of philanthropic institutions.

The problem of evaluating the whole range of foundation activities is not a simple one, however. There are many evaluation issues, and the total response of the foundation to them is a complex one. This essay* explores these complexities and describes the Hewlett Foundation's attitudes and practices, in the interest of informing applicants, grantees, and other interested parties.

Evaluation of Foundation Programs

The original programs selected by the Foundation for major emphasis reflected the interests and judgments of the founders and the Board of Directors. They chose areas important to society in which private funds could make a genuine difference. Within the broad program areas, they identified subcategories of special significance for particular attention. These judgments were based upon staff papers, which in turn depended heavily upon the advice of experts, literature in the field, and the recommendations of practitioners in the areas of interest.

These program decisions are reviewed periodically. From time to time the Board meets with program officers to discuss past grants and developments in the field. Each year, at its January meeting, the Board receives a memorandum which contains a list of past grants and suggestions for modification of the program for the subsequent year. As a result of this annual review process, some subcategories have been eliminated, others added. In one instance, a new program, conflict resolution, was authorized. A general consequence has been to reduce the number of subcategories within each program. While modifications in program content and in the allocation of resources have in general been modest, the entire process stimulates frequent reexamination of the Foundation's objectives and its attempts to achieve them.

In addition to these regular procedures, the Foundation has made several special evaluations, using outside consultants. This is particularly desirable and appropriate when the activity is of strategic importance to the program and the Foundation has a substantial financial investment over a period of several years. Our grants to population centers, community development organizations, and to international studies activities have been the subjects of this mode of intensive review. *In each case the evaluation was conducted by an expert in the field with a*

* For a more general treatment of this subject, I strongly recommend "Evaluation of Foundation Activities," an Occasional Paper from the Alfred P. Sloan Foundation (New York, New York) written by Stephen White and published in 1970. Fifteen years later, it continues to be a wise and instructive contribution to foundation management.

reputation for objectivity. An important factor in the success of this effort was the work plan developed jointly by the Foundation and the consultant. In addition to the obvious advantage of having a common understanding between both parties about the task, the work plan had the particular value of obliging the Foundation to be clear about its objectives and the questions it wanted to have answered. The work plan also, and very importantly, encouraged the consultant to give us the benefit of his or her judgment.

In the contemporary scene, the ideal evaluation involves reliable numerical indices of important variables. How many disputes were resolved? Was the incidence of unwanted teenage pregnancy reduced? Given this climate, we found it worthwhile to remind ourselves of the legitimacy of expert opinion. The carefully considered judgment of a qualified consultant is particularly useful in those situations where many criteria are relevant and not all of them are susceptible to quantification. Although our use of special reviews has been limited, largely because the Foundation is relatively young, it is an important element in our approach to evaluation responsibility and will be used increasingly.

Evaluation of the Grantmaking Process

It is useful to distinguish between evaluating the process used in deciding to make a grant and evaluating the effectiveness of the grant itself. The first is perhaps more important than the second; it certainly is more amenable to control by the Foundation and is one in which failure is more preventable and less defensible. Even though the grantmaking process cannot be infallible, it is possible to identify the right questions, to ask them, and to be reasonably satisfied that one has valid answers. The questions vary in their importance from case to case, but they fall into familiar categories: Does the proposed grant fit into the areas of interest determined by the Foundation's Board? Is the Board of the grantee organization competent and active? Does the organization have adequate fiscal controls? Has it provided sufficient detail about its plans? Is the staff competent to perform the task? Will the organization, assuming a grant is made, have adequate financial resources to carry out the plans? Has a thorough analysis of the problem been made? Is the approach proposed sensible in the light of current understanding of the issues? This is only a partial list, but it illustrates the kinds of questions we ask. We can evaluate our grantmaking process in terms of the consistent and intelligent use of such questions.

We do not insist that all of the questions be answered affirmatively before a grant is made. Indeed, one of the purposes of the grant may be to help the organization remedy the deficiencies that have been discovered. Often unsatisfactory conditions are remedied as a result of discussions between Foundation staff and the grantee during the process of review. Although we encourage complete proposals after it has been determined that there is a Foundation interest, it rarely happens that all of our questions have been anticipated. Thus the final proposal is often the result of an evolutionary process involving the staff and the applicant.

Evaluation of Grants

Like many other foundations, we have learned that the proper moment to consider the evaluation of a grant is before it is made. The initial question is: How will we decide, after the grant has been made, whether it has been successful? What will our criteria be? These questions serve to clarify the objectives both of the Hewlett Foundation and the grantee. Asking and answering these questions also determines the kinds of records the grantee will keep and influences the content of the grantee's final report. We recognize that sometimes building evaluation into a project will generate additional costs to the grantee. This is particularly burdensome to struggling organizations under pressure to deliver services. We believe that these additional costs ought to be recognized in the grant itself.

We also believe that it is highly desirable to structure the evaluation process as a partnership between the Foundation and the grantee, and not as a check on the performance of the grantee. A mutually acceptable evaluation procedure can be of significant value. Most organizations welcome the chance to examine their assumptions and evaluate their effectiveness. As a result of these evaluations, the Foundation is also instructed and subsequent decisions are influenced by the results.

The discussion of proper criteria for evaluation with grantees can, on occasion, clarify objectives and result in new criteria and the systematic collection of data previously neglected. An example arises out of the Foundation's early experience with organizations whose mission it was to settle disputes through the technique of mediation. It seemed a simple and legitimate requirement that the prospective grantee keep track of successfully mediated cases. It turned out that, quite apart from the number or proportion of successfully mediated cases, these organizations typically spent much time in preliminary discussions with disputants to ascertain whether mediation was the appropriate procedure. In some of these cases, this "screening" procedure had the effect of helping to resolve the conflict. Using a larger frame of reference, cases that were regarded as failures, or, at least, as a cumbersome element in the process, became regarded as successes. The criterion that seems clearly appropriate may not turn out to be the correct one.

Even when there is consensus about the criteria to be used and good data are available, the final judgment is not necessarily a simple one. For example, an organization's effort to increase its capacity to raise funds from private donors turned out not to have been successful, even though the approach made sense and was intelligently executed. Clearly the original objective was not attained. In other respects, however, the grant had beneficial effects: it increased the interest of the grantee Board in the financial needs of the organization; it stimulated the development of a realistic financial plan; and it suggested some alternative financial strategies. The

elimination of plausible alternatives through experience is not a trivial contribution. Experiences of this sort have made us sensitive to the need to specify in advance more than one criterion for the evaluation of a project.

The evaluation of policy studies presents a different kind of problem. As other sections of this report indicate, the Foundation has decided that decisions on matters of national importance can be improved through the support of policy studies. Accordingly, virtually all programs of the Foundation have made grants to nongovernmental agencies engaged in applied research. Evaluation in these cases requires an understanding of the nature of the policymaking process.

The principal effect of policy studies by organizations outside of government is on the atmosphere in which policy options are discussed. It rarely happens that one can trace the intellectual lineage of public decisions to a single source. On the rare occasions where this is possible, it often turns out that the process was a lengthy one, taking years from the initial presentation of an idea to its final implementation in public policy. It is even more uncommon for the policy to emerge in its initial form; it is usually modified by the results of other policy studies as well as by political considerations. This does not leave the Foundation helpless, nor does it obviate its responsibility to satisfy itself that grants are or are not appropriate. One can evaluate the productivity of the organization, ascertain through expert judgment the quality and objectivity of its work, and identify the audience which follows its work. One can examine the extent and quality of the organization's participation in the policymaking process itself. The procedures of the organization can provide information useful for evaluation: the process by which it establishes research priorities and the mechanisms by which it attains quality control. Thus, in these cases the evaluation focus shifts from final outcomes to the organization's processes.

A number of the Hewlett Foundation's grants are for general support of an organization. Although the Foundation has on occasion expressed interest in one activity or another, by and large the allocation of the funds is left to the organization itself. Our evaluation of these grants is based on the criteria used in the grantmaking process itself: the fit between the activities of the organization and the Foundation's interest; the strength of the organization and its capacity to carry on important activities of high quality. The grant is evaluated in terms of the organization's performance with respect to these characteristics. General support funds are by definition difficult to trace to specific projects; in general, our intention is to support the core leadership functions of these organizations, and this is usually where the funds are applied. In the evaluation of all grants, but particularly those for general support, we take seriously the narrative reports we require annually from grantees. With few exceptions, grantees do the same. The best reports are detailed and discuss frankly any problems that have been encountered. These reports generally reflect a desire to provide data relevant to evaluation.

Evaluation of Programs in a Field

Occasionally the Foundation can play a useful role in evaluating progress toward the solution of an important problem on which a number of organizations have been working over a long period of time. Sometimes the Foundation has facilitated this effort by stating its interest in funding specific evaluation elements in grants. On other occasions the Foundation has supported large-scale evaluation efforts.

In difficult areas, such as reducing youth unemployment or increasing emphasis on family planning, the methodology of evaluation is often inadequate, and the support is spent on the development of adequate measures. In these cases of stimulating assessment of progress in a field, the principal motivation is not the need of the Foundation to evaluate its own grants but to assist the field as a whole. The effectiveness of these grants is itself a subject for evaluation on the part of the Foundation.

Limits of Evaluation

Important as evaluation is, there is a genuine risk that a foundation can be overwhelmed by both external and internal pressures to assess its effectiveness. The challenge is to find and maintain a sensible emphasis on the task of assessment.

If a foundation is determined that all indicators be positive before making a grant, it moves into a posture of betting on sure things. In so doing it neglects an important responsibility of foundations, namely, to take risks not appropriate for other sources of support. It avoids new and struggling organizations; it stays away from complex, long-standing problems, the solutions to which are unclear and elusive.

In subtle ways too much concern with effectiveness leads to increased foundation management of grants. There is, of course, great distance between "leaving the money on the stump" and direct involvement in the execution of a grant, but our disposition is to avoid the latter. We choose to think of our grantees as partners in an enterprise of mutual interest. Once having arrived at an agreed upon mode of operation, we do not manage the grant. If a problem in acceptable execution is anticipated, we prefer to deal with it in the grant itself through the provision of technical assistance. Evenhandedness can also be an issue. Unless a conscious effort is made to avoid it, more assessment data can often be required from new, experimental efforts than from more established approaches. New organizations are more likely to be rigorously evaluated than those with a longer history.

Meticulous evaluation of every grant is a costly business; it is possible for a foundation to spend as much money on grantmaking and grant evaluation as on the grants themselves. Sometimes precise evaluation is premature; what is needed at the moment is support for the intelligent effort of thoughtful people on a difficult and important problem. There will be time later for a special effort at evaluation.

Concern with evaluation permeates all parts of a foundation's activities: the selection of programs; its grantmaking procedures; the assessment of individual grants; the evaluation of a series of grants; the evaluation of an entire program of grants; the stimulation and support of evaluation in a field of activity. There is nothing mechanical or simple about any one of these efforts, and all of them must be conducted within the unique relationship between the foundation and its grantees.

Evaluation efforts must also be guided by the special responsibilities of foundations to society. On the one hand, foundations are obliged to be accountable for their procedures and their decisions; on the other hand, they must be active in areas where problems are complex, progress is slow, and precise measurement is not always timely or possible. The proper emphasis on evaluation is ultimately a judgment to be made by the foundation in close collaboration with its grantees. ■



Roger W. Heyns
December 1984



PROGRAM DESCRIPTIONS

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, non-profit 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. ■

■ The number of civil cases commenced in U.S. District Courts increased 58 percent from 1976 to 1982. Likewise, in an effort to handle local and neighborhood conflicts and to mediate disputes without litigation, the number of Neighborhood Justice Centers increased five-fold. (see page 82, Note 1)

CIVIL CASES

1982
206,200

NEIGHBORHOOD JUSTICE CENTERS

1982
110

1979
154,700

1978
138,800



1979
70



1978
46



1976
21

1976
130,600



Last year the Hewlett Foundation established a separate program to emphasize support of the broad field of conflict resolution. The program includes grants primarily in three categories.

The first includes general support of organizations whose work helps to improve theory in the field of conflict resolution. The Foundation is particularly interested in interdisciplinary or inter-university units that demonstrate both a strong academic commitment to systematic study and research on conflict resolution and the ability to contribute to improvements in practice.

The second category consists of general support of mediators and other practitioners of third-party intervention techniques. The Foundation is most interested in opportunities to help organizations develop track records resolving disputes in areas of social importance, to help organizations and their approaches become institutionalized, and to assist the development of new ideas and innovative techniques for replication elsewhere.

In the third category the Foundation provides support to organizations that train or educate potential users about conflict resolution techniques or otherwise promote the field generally. ■



CONFLICT RESOLUTION

Authorizations and Disbursements

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

PRACTITIONER ORGANIZATIONS

CENTER FOR COLLABORATIVE PROBLEM SOLVING San Francisco, California <i>For programmatic support of environmental conflict management activities (matching grant)</i>	\$42,121		\$ 6,100 36,021*	
■ CENTER FOR DISPUTE RESOLUTION Denver, Colorado <i>For general support</i>		\$120,000	50,000	\$70,000
CENTER FOR NEGOTIATION AND PUBLIC POLICY Boston, Massachusetts <i>For general support (matching grant)</i>	50,000		50,000	
COMMUNITY BOARDS PROGRAM OF THE MONTEREY PENINSULA Pacific Grove, California <i>For general support (matching grant)</i>	10,000		10,000	
■ CONCILIATION FORUMS OF OAKLAND Oakland, California <i>For general support (matching grant)</i>		15,000	10,000	5,000
■ ENVIRONMENTAL MEDIATION INTERNATIONAL Washington, D.C. <i>For general support</i>		20,000		20,000

■ New grant, 1984

* Grant cancelled

Unpaid Grants 31 December 1983	1984		Unpaid Grant: 31 December 1984
	Grants Authorized	Payments Made	

FORUM ON COMMUNITY AND THE ENVIRONMENT Palo Alto, California <i>For general support (matching grant)</i>	60,000		60,000	
KEYSTONE CENTER FOR CONTINUING EDUCATION Keystone, Colorado <i>For programmatic support of its environmental dispute resolution activities (matching grant)</i>	60,000		60,000	
MEDIATION INSTITUTE Seattle, Washington <i>For general support (matching grant)</i>	140,000		70,000	70,000
NEIGHBORHOOD JUSTICE CENTER OF HONOLULU Honolulu, Hawaii <i>For programmatic support of its environmental dispute resolution activities</i>	85,000		50,000	35,000
■ NEW ENGLAND NATURAL RESOURCES CENTER Boston, Massachusetts <i>For general support of its Mediation Center (matching grant)</i>		180,000	40,000	140,000
■ SANTA CLARA COUNTY BAR ASSOCIATION San Jose, California <i>To help support the Neighborhood Small Claims Court project (matching grant)</i>		15,000	10,000	5,000
TARGET EDUCATION AND WELFARE COUNCIL, INC. OF REDWOOD CITY Redwood City, California <i>For general support of the Redwood City Neighborhood Boards Program (matching grant)</i>	10,000		10,000	
■ UNIVERSITY OF VIRGINIA Charlottesville, Virginia <i>For general support of the Institute for Environmental Negotiation (matching grant)</i>		120,000	40,000	80,000

■ New grant, 1984

CONFLICT RESOLUTION

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

WESTERN NETWORK Santa Fe, New Mexico <i>For general support</i>	25,000	25,000	
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PROMOTION OF THE FIELD

■ NATIONAL INSTITUTE FOR DISPUTE RESOLUTION Washington, D.C. <i>For general support</i>		300,000	300,000	
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THEORY DEVELOPMENT

■ HARVARD UNIVERSITY, PROGRAM ON NEGOTIATION AT THE HARVARD LAW SCHOOL Cambridge, Massachusetts <i>For general support</i>		500,000	180,000	320,000
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OTHER

■ AMERICAN ARBITRATION ASSOCIATION New York, New York <i>To support the Association's Task Force on Law Schools and Business Schools</i>		10,000		10,000
■ AMERICAN BAR ASSOCIATION FUND FOR PUBLIC EDUCATION Chicago, Illinois <i>To support the Multi-Door Dispute Resolution Center's project being conducted by the Special Committee on Alternative Dispute Resolution</i>		250,000	250,000	
■ UNIVERSITY OF CALIFORNIA, LOS ANGELES, PUBLIC POLICY PROGRAM, UNIVERSITY EXTENSION Los Angeles, California <i>To support a two-day conference on ways to resolve the longstanding controversy over use of water from Mono Lake tributaries</i>		16,000	16,000	
■ UNIVERSITY OF GEORGIA, CARL VINSON INSTITUTE OF GOVERNMENT Athens, Georgia <i>To support the second National Conference on Peacemaking and Conflict Resolution</i>		20,000	20,000	

■ New grant, 1984

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

■ INSTITUTE OF JUDICIAL ADMINISTRATION, INC. New York, New York <i>To support the Institute's Dispute Resolution Assistance Center</i>		25,000		25,000
■ INTERNATIONAL PEACE ACADEMY New York, New York <i>For general support</i>		150,000	50,000	100,000
■ KEYSTONE CENTER Keystone, Colorado <i>To support the establishment of a policy dialogue resource fund for use in Keystone's toxic exposure compensation project (matching grant)</i>		10,000	5,000	5,000
■ SOCIETY OF PROFESSIONALS IN DISPUTE RESOLUTION Washington, D.C. <i>To support the Society's 1984 annual conference</i>		15,000	15,000	
TOTAL CONFLICT RESOLUTION	\$482,121	\$1,766,000	\$1,363,121	\$885,000

■ New grant, 1984

■ The number of new Ph.D. specialists in international studies has increased from approximately 300 in 1960 to 800 in 1980, while the number of Ph.D.'s in the sciences peaked in 1971 and appears to be declining. (See page 82, Note 2)



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

The Foundation makes grants to strengthen networks of major research libraries reflecting the conviction that only through collaboration can libraries maintain cost-effective, quality services. 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. The Foundation seeks proposals that promise benefits to presses generally. The Foundation also supports international and area studies at major research universities through grants to endow discretionary funds. Participation in this program is by invitation.

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

Maintaining funds for institutional renewal is difficult in times of budget stringency. In conjunction with the Andrew W. Mellon Foundation, the Foundation makes challenge grants to establish presidential discretionary fund endowments for faculty and curriculum development and other activities at selective private liberal arts colleges. The Foundation makes similar grants to universities with strong traditional commitments to improving undergraduate education. Participation in both programs is by invitation.

The Foundation supports a program of challenge grants to private Black colleges for their capital campaigns which is administered by The Bush Foundation.

To help increase 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 120 high schools in California.

The Foundation helps strengthen elementary and secondary schools by funding efforts to reform public policy at the state level and by funding broad-based partnerships between schools and universities and colleges, in contrast to individual programs of research, staff and curriculum development, or other service programs. In 1985 most of the grants in this category are 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 including computers, education research, basic scientific research, health research, or health education programs. In general, the Foundation discourages requests benefitting individual institutions except as these may explicitly relate to other Foundation objectives. ■



EDUCATION

Authorizations and Disbursements

	Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
		Grants Authorized	Payments Made	

RESEARCH LIBRARIES

COUNCIL ON LIBRARY RESOURCES Washington, D.C. <i>For general support</i>	\$400,000		\$200,000	\$200,000
■ RESEARCH LIBRARIES GROUP, INC. Stanford, California <i>To implement a cooperative program to convert card catalog records to computer form</i>		\$1,050,000	350,000	700,000

UNIVERSITY PRESSES

UNIVERSITY OF CALIFORNIA PRESS Berkeley, California <i>For an annotated list of new university press releases</i>	15,000		15,000	
■ JOHNS HOPKINS UNIVERSITY PRESS Baltimore, Maryland <i>To improve and expand the operations of the book distribution consortium</i>		100,000	100,000	
■ SCHOLARS PRESS Chico, California <i>For a book preservation project</i>		15,000	15,000	

■ New grant, 1984

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

UNIVERSITY INTERNATIONAL STUDIES

RESEARCH UNIVERSITY INTERNATIONAL AND AREA STUDIES PROGRAM <i>To establish discretionary fund endowments for international and area studies (matching grants)</i>			
CORNELL UNIVERSITY Ithaca, New York	125,000		125,000
GEORGETOWN UNIVERSITY Washington, D.C.	200,000		174,100
■ UNIVERSITY OF INDIANA Bloomington, Indiana		200,000	200,000
JOHNS HOPKINS UNIVERSITY Washington, D.C.	150,000		125,000
■ UNIVERSITY OF PENNSYLVANIA Philadelphia, Pennsylvania		150,000	150,000
PRINCETON UNIVERSITY Princeton, New Jersey	200,000		200,000
TUFTS UNIVERSITY Medford, Massachusetts	200,000		150,000
YALE UNIVERSITY New Haven, Connecticut	50,000		50,000
■ UNIVERSITIES FIELD STAFF INTERNATIONAL Hanover, New Hampshire <i>To partially subsidize new memberships</i>		62,000	32,500
WOODROW WILSON INTERNATIONAL CENTER FOR SCHOLARS Washington, D.C. <i>To help establish an endowed Director's Discretionary Fund (matching grant)</i>	200,000		134,000

EDUCATION

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

U.S. - MEXICO STUDIES

<ul style="list-style-type: none"> ■ UNIVERSITY OF CALIFORNIA, SAN DIEGO, CENTER FOR U.S.-MEXICO RELATIONS La Jolla, California <i>For general support</i> 		450,000	150,000	300,000
STANFORD UNIVERSITY, FOOD RESEARCH INSTITUTE Stanford, California <i>For the Consortium of U.S. Programs on Mexico</i>	99,000		53,000	46,000
<i>For the Project on U.S.-Mexico Relations</i>	200,000		200,000	

LIBERAL ARTS COLLEGES

SELF RENEWAL PROGRAM <i>To help endow presidential discretionary funds at liberal arts colleges (matching grants)</i>				
ALBION COLLEGE Albion, Michigan	50,000		25,000	25,000
ALLEGHENY COLLEGE Meadville, Pennsylvania	87,500		25,000	62,500
<ul style="list-style-type: none"> ■ AUSTIN COLLEGE Sherman, Texas 		75,000		75,000
<ul style="list-style-type: none"> ■ BARD COLLEGE New York, New York 		75,000		75,000
BARNARD COLLEGE New York, New York	125,000			125,000
BATES COLLEGE Lewiston, Maine	25,000			25,000
BERIA COLLEGE Berea, Kentucky	50,000		50,000	
<ul style="list-style-type: none"> ■ BIRMINGHAM-SOUTHERN COLLEGE Birmingham, Alabama 		87,500		87,500
BOWDOIN COLLEGE Brunswick, Maine	100,000			100,000
BUCKNELL UNIVERSITY Lewisburg, Pennsylvania	100,000			100,000
<ul style="list-style-type: none"> ■ CENTRE COLLEGE Danville, Kentucky 		75,000		75,000
<ul style="list-style-type: none"> ■ CLAREMONT MCKENNA COLLEGE Claremont, California 		50,000		50,000

■ New grant, 1984

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

COE COLLEGE Cedar Rapids, Iowa	75,000		50,000
COLBY COLLEGE Waterville, Maine	25,000		25,000
COLGATE UNIVERSITY Hamilton, New York	25,000		25,000
COLLEGE OF THE HOLY CROSS Worcester, Massachusetts	100,000		100,000
COLLEGE OF WOOSTER Wooster, Ohio	75,000		75,000
COLORADO COLLEGE Colorado Springs, Colorado	87,500		37,500
CONNECTICUT COLLEGE New London, Connecticut	75,000		75,000
DICKINSON COLLEGE Carlisle, Pennsylvania	87,500		37,500
EARLHAM COLLEGE Richmond, Indiana	75,000		75,000
FRANKLIN AND MARSHALL COLLEGE Lancaster, Pennsylvania	100,000		100,000
GRINNELL COLLEGE Grinnell, Iowa	37,500		37,500
GUSTAVUS ADOLPHUS COLLEGE St. Peter, Minnesota	100,000		25,000
HAMILTON COLLEGE Clinton, New York	25,000		25,000
■ HAMPSHIRE COLLEGE Amherst, Massachusetts		75,000	75,000
HAVERFORD COLLEGE Haverford, Pennsylvania	37,500		37,500
HOBART AND WILLIAM SMITH COLLEGES Geneva, New York	87,500		87,500
KENYON COLLEGE Gambier, Ohio	100,000		50,000
KNOX COLLEGE Galesburg, Illinois	25,000		25,000
LAFAYETTE COLLEGE Easton, Pennsylvania	100,000		100,000
LAKE FOREST COLLEGE Lake Forest, Illinois	75,000		25,000
LEHIGH UNIVERSITY Bethlehem, Pennsylvania	75,000		75,000
MACALESTER COLLEGE St. Paul, Minnesota	87,500		87,500

■ New grant, 1984

EDUCATION

	Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
		Grants Authorized	Payments Made	
MILLS COLLEGE Oakland, California	75,000			75,000
MOUNT HOLYOKE COLLEGE South Hadley, Massachusetts	125,000		75,000	50,000
OCCIDENTAL COLLEGE Los Angeles, California	25,000		25,000	
OHIO WESLEYAN COLLEGE Delaware, Ohio	100,000			100,000
POMONA COLLEGE Claremont, California	50,000		50,000	
■ SARAH LAWRENCE COLLEGE Bronxville, New York		75,000		75,000
■ SCRIPPS COLLEGE Claremont, California		75,000		75,000
■ ST. JOHN'S COLLEGE Annapolis, Maryland		75,000		75,000
ST. OLAF COLLEGE Northfield, Minnesota	25,000		25,000	
SKIDMORE COLLEGE Saratoga Springs, New York	50,000		50,000	
SMITH COLLEGE Northampton, Massachusetts	125,000			125,000
UNION COLLEGE Schenectady, New York	100,000		25,000	75,000
■ UNIVERSITY OF THE SOUTH Sewanee, Tennessee		75,000		75,000
■ VASSAR COLLEGE Poughkeepsie, New York		125,000		125,000
WASHINGTON AND JEFFERSON COLLEGE Washington, Pennsylvania	75,000		25,000	50,000
WASHINGTON AND LEE UNIVERSITY Lexington, Virginia	100,000			100,000
WELLESLEY COLLEGE Wellesley, Massachusetts	125,000			125,000
■ WELLS COLLEGE Aurora, New York		75,000		75,000
WESLEYAN UNIVERSITY Middletown, Connecticut	125,000		125,000	
WHEATON COLLEGE Norton, Massachusetts	87,500		25,000	62,500
WHITMAN COLLEGE Walla Walla, Washington	87,500			87,500

■ New grant, 1984

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

UNDERGRADUATE COLLEGES

RENEWAL PROGRAM <i>To help establish discretionary fund endowments for the improvement of undergraduate education (matching grants)</i>				
■ BRANDEIS UNIVERSITY Waltham, Massachusetts		200,000	25,000	175,000
BROWN UNIVERSITY Providence, Rhode Island	300,000			300,000
■ CARNEGIE-MELLON UNIVERSITY Pittsburgh, Pennsylvania		300,000		300,000
DARTMOUTH COLLEGE Hanover, New Hampshire	300,000			300,000
■ DUKE UNIVERSITY Durham, North Carolina		300,000		300,000
JOHNS HOPKINS UNIVERSITY Baltimore, Maryland	300,000		100,000	200,000
■ NORTHWESTERN UNIVERSITY Evanston, Illinois		300,000		300,000
■ PRINCETON UNIVERSITY Princeton, New Jersey		300,000		300,000
■ TUFTS UNIVERSITY Medford, Massachusetts		300,000		300,000

PRIVATE BLACK COLLEGES

THE BUSH FOUNDATION St. Paul, Minnesota <i>For the Black College Alumni Challenge Grant Program</i>	169,715		25,593	144,122
■ <i>For the Program of Capital Campaign Challenge Grants for black colleges</i>		420,000	420,000	

MINORITIES IN ENGINEERING

■ UNIVERSITY OF CALIFORNIA, BERKELEY Berkeley, California <i>To support 1984-85 programs in Washington, Arizona, New Mexico, and Colorado</i>		110,000		110,000
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■ New grant, 1984

EDUCATION

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

UNIVERSITY-SCHOOL PARTNERSHIPS

<ul style="list-style-type: none"> UNIVERSITY OF CALIFORNIA, BERKELEY, SCHOOL OF EDUCATION Berkeley, California <i>For a comprehensive school improvement project</i> <i>To support the "School University Partnership for Educational Renewal" project</i> 		23,700	23,700	
		625,000	225,000	400,000
<ul style="list-style-type: none"> FREDRICK BURK FOUNDATION, INC. SAN FRANCISCO STATE UNIVERSITY San Francisco, California <i>To support the School of Education's project to strengthen three schools in the Bayview-Hunters Point region</i> 		23,500	23,500	
<ul style="list-style-type: none"> MILLS COLLEGE Oakland, California <i>For the Department of Education's conferences to encourage school-college collaborations in Northern California</i> <i>To support planning grants for school-college collaborations in Northern California</i> 		6,700	6,700	
		15,500	15,500	
STANFORD UNIVERSITY, SCHOOL OF EDUCATION Stanford, California <i>For the Study of Stanford and the Schools</i>	310,000		310,000	

STATE-LEVEL POLICY ANALYSIS - PUBLIC EDUCATION

<ul style="list-style-type: none"> EDUCATION COMMISSION OF THE STATES Denver, Colorado <i>For the California Education Policy Seminar program</i> 		7,500	7,500	
<ul style="list-style-type: none"> MILLS COLLEGE Oakland, California <i>For the Achievement Council's evaluation of educational opportunity strategies for minorities in California</i> 		22,500	22,500	
<ul style="list-style-type: none"> SENATE RULES COMMITTEE Sacramento, California <i>For the California Commission on the Teaching Profession</i> 		400,000	134,000	266,000

■ New grant, 1984

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

OTHER ELEMENTARY AND SECONDARY SCHOOLS

<p>■ AMERICAN ASSOCIATION OF COLLEGES FOR TEACHER EDUCATION Washington, D.C.</p> <p><i>To support the San Francisco hearing of the National Commission on Excellence in Teacher Education</i></p>		10,000	10,000	
<p>■ CALIFORNIA COALITION FOR FAIR SCHOOL FINANCE Menlo Park, California</p> <p><i>For general support</i></p>		25,000	25,000	
<p>■ UNIVERSITY OF CALIFORNIA, LAWRENCE HALL OF SCIENCE Berkeley, California</p> <p><i>For the Joint Business/Education Task Force on Science and Mathematics</i></p>		25,000	25,000	
<p>■ COMMITTEE FOR ECONOMIC DEVELOPMENT New York, New York</p> <p><i>For a study entitled "Business and the Schools"</i></p>		25,000	25,000	
<p>■ UNIVERSITY OF FLORIDA, DEPARTMENT OF HISTORY Gainesville, Florida</p> <p><i>To strengthen teaching about constitutionalism, the rule of law, and American history in two school districts</i></p>		24,500	24,500	
<p>■ FOUNDATION FOR EDUCATIONAL ADMINISTRATION/ASSOCIATION OF CALIFORNIA SCHOOL ADMINISTRATORS Burlingame, California</p> <p><i>For the Consortium for Advanced Leadership</i></p>		15,500	15,500	
<p>■ LABOR INSTITUTE FOR HUMAN ENRICHMENT, INC. Washington, D.C.</p> <p><i>For support of the Visiting Practitioner Program</i></p> <p><i>To support the California Federation of Teachers' Forum on the Teaching Profession held at sixteen sites</i></p>		10,000	10,000	10,000
<p>■ MARCUS A. FOSTER EDUCATIONAL INSTITUTE Oakland, California</p> <p><i>For partial support of the Oakland Alliance to improve secondary education in Oakland</i></p>		20,000	20,000	

■ New grant, 1984

EDUCATION

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

<p>■ MILLS COLLEGE Oakland, California</p> <p><i>To provide transition funds for the Achievement Council</i></p>		5,000	5,000	
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INTERNATIONAL EDUCATION

<p>■ NATIONAL COUNCIL ON FOREIGN LANGUAGE AND INTERNATIONAL STUDIES New York, New York</p> <p><i>For general support</i></p>		25,000	25,000	
<p>■ SAN DIEGO STATE UNIVERSITY San Diego, California</p> <p><i>To support the "Latin American Studies Educational Resources" project for public schools in the San Diego area</i></p>		25,000	25,000	
<p>STANFORD UNIVERSITY, CENTER FOR RESEARCH IN INTERNATIONAL STUDIES Stanford, California</p> <p><i>To support the Bay Area Global Education Program</i></p>	250,000			250,000
<p>■ WORLD AFFAIRS COUNCIL OF NORTHERN CALIFORNIA San Francisco, California</p> <p><i>For the Exchange Network of Northern California</i></p> <p><i>To expand services and increase inter- organizational cooperation in the Bay Area</i></p>		12,000 203,000	12,000 68,000	135,000

THEOLOGICAL INSTITUTIONS

<p>■ ASSOCIATION OF THEOLOGICAL SCHOOLS Vandalia, Ohio</p> <p><i>To support the new Council on Theological Research and Scholarship</i></p>		15,000	15,000	
<p>■ HARTFORD SEMINARY Hartford, Connecticut</p> <p><i>For research on the quality and uses of the Doctor of Ministry degree</i></p>		25,000	25,000	

■ New grant, 1984

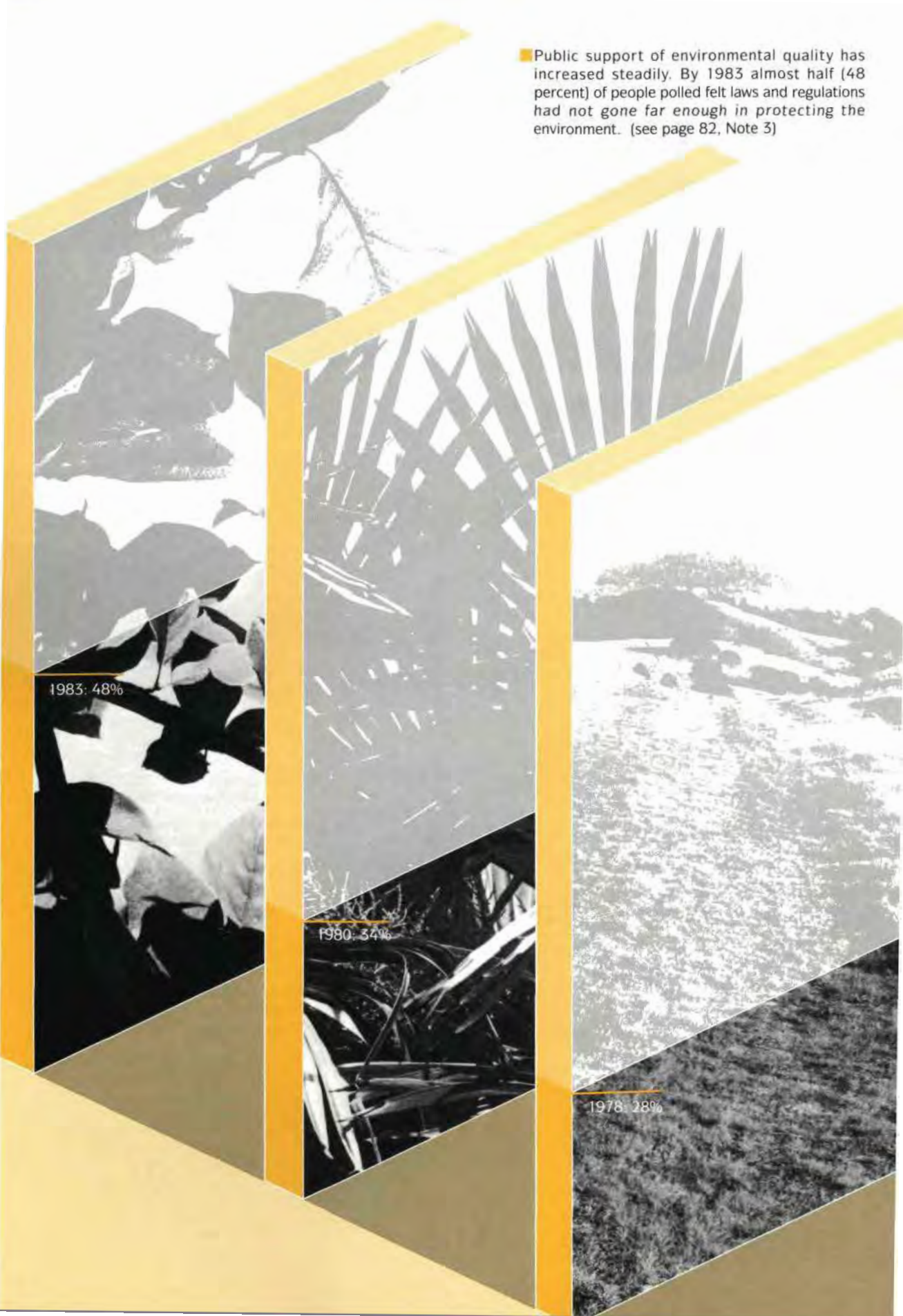
Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

OTHER

AMERICAN COUNCIL ON EDUCATION Washington, D.C. <i>For general support</i>	100,000		100,000	
■ CALIFORNIA STATE UNIVERSITY Long Beach, California <i>To support planning for a media campaign to improve alumni records</i>		17,000	17,000	
■ COMMISSION ON COLLEGE RETIREMENT New York, New York <i>For general support</i>		200,000	50,000	150,000
■ INDEPENDENT COLLEGES OF NORTHERN CALIFORNIA San Francisco, California <i>To stimulate contributions to the Thirtieth Anniversary Campaign (matching grant)</i>		50,000		50,000
■ RESEARCH CORPORATION Tucson, Arizona <i>For a program of competitive basic research grants for faculty at private liberal arts colleges</i>		225,000	75,000	150,000
■ SOCIETY FOR VALUES IN HIGHER EDUCATION New Haven, Connecticut <i>For general support</i>		20,000	20,000	
UNIVERSITIES FIELD STAFF INTERNATIONAL Hanover, New Hampshire <i>To attract new members by subsidizing memberships on a declining basis</i>	21,000		21,000	
TOTAL EDUCATION	\$6,877,215	\$7,305,900	\$4,768,893	\$9,414,222

■ New grant, 1984

Public support of environmental quality has increased steadily. By 1983 almost half (48 percent) of people polled felt laws and regulations had not gone far enough in protecting the environment. (see page 82, Note 3)



Year	Percentage
1978	28%
1980	34%
1983	48%

1983. 48%

1980. 34%

1978. 28%

The overall objective of the environment program is to improve decisionmaking on environmental issues and thereby to encourage more intelligent, rewarding uses of man's natural environment for education, conservation, and development. The program includes grants principally in four categories.

In the first category, the Foundation supports independent and university-based organizations that produce policy-oriented studies on a broad range of environmental questions of concern to United States policymakers at the national, regional, or state levels. Foundation support is directed to organizations concerned with issues of either domestic or international significance. The Foundation does not support advocacy or litigating organizations.

In the second category, the Foundation supports organizations that study or document how decisionmaking procedures regarding natural resource allocation or environmental management could be improved. The Foundation's interest is primarily focused on permit or project approval processes, environmental assessment requirements, or other structural or procedural features that would help to make environmental decisionmaking more expeditious, yet more protective of the legitimate interests of all involved parties.

The third category consists of support to university programs and other organizations engaged in the training and placement of natural resource professionals. The Foundation also supports a *limited number of general public education efforts, but only in areas where the Foundation has a particular interest, such as the preservation of ecologically significant land.*

In the fourth category, the Foundation supports organizations that conduct coordinated efforts on a national scale to preserve unique, ecologically significant land. The Foundation also supports other complementary organizations that work with local land trusts toward the same end. ■



ENVIRONMENT

Authorizations and Disbursements

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

POLICY ANALYSIS: INDEPENDENT ORGANIZATIONS

AMERICAN LAND FORUM Bethesda, Maryland <i>For general support (matching grant)</i>	\$35,000		\$35,000	
AMERICAN PLANNING ASSOCIATION Chicago, Illinois <i>For programmatic support of its environmental policy-oriented work</i>	80,000		32,000	\$48,000
■ CENTER FOR THE GREAT LAKES Chicago, Illinois <i>For general support (matching grant)</i>		\$120,000	50,000	70,000
■ CONSERVATION FOUNDATION Washington, D.C. <i>For general support (matching grant)</i>		450,000	200,000	250,000
■ ENVIRONMENTAL AND ENERGY STUDY INSTITUTE Washington, D.C. <i>For general support (matching grant)</i>		200,000	80,000	120,000
■ ENVIRONMENTAL LAW INSTITUTE Washington, D.C. <i>For general support and to help establish a working capital fund (matching grant)</i>		500,000	150,000	350,000
■ INFORM New York, New York <i>For general support (matching grant)</i>		225,000	90,000	135,000

■ New grant, 1984

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

JOHN MUIR INSTITUTE Napa, California <i>For general support (matching grant)</i>	1,825		1,825	
NEW ENGLAND CONGRESSIONAL INSTITUTE Washington, D.C. <i>For environmental policy-related work (matching grant)</i>	100,000		50,000	50,000
■ NORTHEAST-MIDWEST INSTITUTE Washington, D.C. <i>For general support of its policy- oriented work in natural resources (matching grant)</i>		180,000	80,000	100,000
NORTHERN LIGHTS INSTITUTE Missoula, Montana <i>For general support (matching grant)</i>	50,000		50,000	
QUEBEC-LABRADOR FOUNDATION Ipswich, Massachusetts <i>For general support of the Atlantic Center for the Environment (matching grant)</i>	30,000		30,000	
RESOURCES FOR THE FUTURE Washington, D.C. <i>For general support (matching grant)</i>	250,000		250,000	
■ ROCKY MOUNTAIN INSTITUTE Old Snowmass, Colorado <i>For general support (matching grant)</i>		120,000	40,000	80,000
SCIENTISTS' INSTITUTE FOR PUBLIC INFORMATION New York, New York <i>For environmental policy-related work (matching grant)</i>	50,000		50,000	
■ WORLD RESOURCES INSTITUTE Washington, D.C. <i>For support of the World Resources Report</i>		25,000	25,000	
WORLDWATCH INSTITUTE Washington, D.C. <i>For general support</i>	200,000		100,000	100,000

■ New grant, 1984

ENVIRONMENT

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

POLICY ANALYSIS: UNIVERSITY CENTERS

CALIFORNIA INSTITUTE OF TECHNOLOGY Pasadena, California <i>For general support of the Environmental Quality Laboratory</i>	140,000		70,000	70,000
UNIVERSITY OF CALIFORNIA, BERKELEY Berkeley, California <i>For general support of the Energy and Resources Group</i>	70,000			70,000
UNIVERSITY OF CALIFORNIA, DAVIS Davis, California <i>For general support of its Public Service Research and Dissemination Program</i>	140,000		70,000	70,000
■ UNIVERSITY OF CALIFORNIA, LOS ANGELES Los Angeles, California <i>For general support of the Environmental Science and Engineering Program</i>		210,000	70,000	140,000
CORNELL UNIVERSITY Ithaca, New York <i>For general support of the Center for Environmental Research</i>	140,000			140,000
■ UNIVERSITY OF MICHIGAN Ann Arbor, Michigan <i>For general support of the School of Natural Resources (matching grant)</i>		210,000	100,000	110,000
PRINCETON UNIVERSITY Princeton, New Jersey <i>For general support of the Center for Energy and Environmental Studies</i>	140,000		70,000	70,000
UNIVERSITY OF WASHINGTON Seattle, Washington <i>For general support of the Institute for Environmental Studies</i>	210,000		70,000	140,000
UNIVERSITY OF WISCONSIN, MADISON Madison, Wisconsin <i>For general support of the Institute for Environmental Studies</i>	140,000			140,000

■ New grant, 1984

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

DECISIONMAKING PROCESSES

<p>■ CALIFORNIA ASSOCIATION OF REALTORS Los Angeles, California</p> <p><i>To support a study on Public Regulation of Land Uses and Private Property Rights*</i></p>		20,000		20,000
<p>■ COMMUNITY ENVIRONMENTAL COUNCIL Santa Barbara, California</p> <p><i>To support a study of the decisionmaking processes in Santa Barbara under the California Environmental Quality Act (matching grant)</i></p>		25,000	25,000	
<p>PENINSULA CONSERVATION CENTER FOUNDATION Palo Alto, California</p> <p><i>To support coordination of environmental education activities in the Bay Area (matching grant)</i></p>	17,000		17,000	
<p>■ PEOPLE FOR OPEN SPACE San Francisco, California</p> <p><i>To support a study of Public Regulation of Land Uses and Private Property Rights*</i></p>		20,000	20,000	

■ New grant, 1984
* a joint project

ENVIRONMENT

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

ENVIRONMENTAL EDUCATION

UNIVERSITY OF CALIFORNIA, SYSTEMWIDE ADMINISTRATION Berkeley, California <i>For the production of brochures on the Natural Land and Water Reserves System (matching grant)</i>	10,000		8,000	2,000
CENTER FOR ENVIRONMENTAL INTERN PROGRAMS Boston, Massachusetts <i>For general support (matching grant)</i>	90,000		90,000	
■ EDUCATIONAL EXCHANGE FOUNDATION New York, New York <i>To help support its project on the training of American Indian natural resource managers</i>		20,000		20,000
■ STANFORD UNIVERSITY CENTER FOR CONSERVATION BIOLOGY Palo Alto, California <i>To help support a survey of institutions, organizations, programs, and key individuals involved in research and education on preserving biological diversity</i>		15,000		15,000
STUDENT CONSERVATION ASSOCIATION, INC. Charlestown, New Hampshire <i>For general support (matching grant)</i>	105,000		25,000	80,000

■ New grant. 1984

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

LAND PRESERVATION

<ul style="list-style-type: none"> ■ LAND TRUST EXCHANGE Mount Desert, Maine <i>For general support (matching grant)</i> 		150,000	50,000	100,000
<ul style="list-style-type: none"> ■ NATURE CONSERVANCY Arlington, Virginia <i>To support the national natural diversity information network (matching grant)</i> 		1,000,000	1,000,000	
<ul style="list-style-type: none"> ■ TRUST FOR PUBLIC LAND San Francisco, California <i>For general support of the land trust program (matching grant)</i> 		250,000	100,000	150,000

OTHER

<ul style="list-style-type: none"> ■ NORTH WIND UNDERSEA INSTITUTE, INC. City Island, New York <i>To support further development and testing of the Institute's marine mammal rescue equipment in Baja California</i> 		5,000	5,000	
TOTAL ENVIRONMENT	\$1,998,825	\$3,745,000	\$3,103,825	\$2,640,000

■ On the average, performing arts companies received only 60 percent of their expenses from earned income in 1982.



Theatres:

58% Contributed Income



Symphony Orchestras:

42% Contributed Income



Dance Companies:

52% Contributed Income



Opera Companies:

49% Contributed Income



(see page 83, Note 4)

The Hewlett Foundation's performing arts program makes grants to classical instrumental music ensembles, professional theatre and opera companies, and ballet and modern dance organizations for artistic, managerial, and institutional development. The Foundation recently began making grants to groups providing services to Bay Area nonprofit film and video organizations.

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

In keeping with the need for long-term, flexible support, the Foundation will recommend, whenever appropriate, that there be a matching requirement. The Foundation recommends that matching funds be applied to an endowment or a cash reserve rather than current operating expenses to assist in the long-term financial stability of its grantees.

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

The application deadlines for each of the foregoing areas of Foundation interest are listed in the Advice to Applicants, page 75.

The Foundation regrets that it cannot consider requests in the following areas: the visual or literary arts; the humanities; elementary and secondary school programs; college or university proposals; community art classes, ethnic arts including crafts, folk arts, popular music, and ethnic dance; recreational, therapeutic, and social service arts programs; and individuals. The Hewlett Foundation does not support one-time events such as seminars, conferences, festivals, or cultural foreign exchange programs; nor assistance with touring costs for performing companies. ■



PERFORMING ARTS

Authorizations and Disbursements

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

PERFORMING COMPANIES

<ul style="list-style-type: none"> BEAR REPUBLIC THEATRE Santa Cruz, California <i>For salary support of administrative and artistic personnel</i> 		\$25,000	\$25,000	
<ul style="list-style-type: none"> BERKELEY BALLET THEATER Berkeley, California <i>To help develop administrative and fundraising activities</i> 		12,000		\$12,000
<ul style="list-style-type: none"> BERKELEY REPERTORY THEATRE Berkeley, California <i>For general support, matching funds to be applied for a cash reserve (matching grant)</i> 		250,000		250,000
<ul style="list-style-type: none"> BERKELEY SHAKESPEARE FESTIVAL Berkeley, California <i>For general support</i> 	\$60,000		30,000	30,000
<ul style="list-style-type: none"> BERKELEY SYMPHONY ORCHESTRA Berkeley, California <i>For general support (matching grant)</i> 	20,000		20,000	
<ul style="list-style-type: none"> CABRILLO MUSIC FESTIVAL Aptos, California <i>For operating support, to be matched by funds for endowment (matching grant)</i> 		60,000	20,000	40,000
<ul style="list-style-type: none"> CALIFORNIA THEATRE COMPANY San Jose, California <i>For salary support of a Financial Director (matching grant)</i> 		25,000		25,000

■ New grant, 1984

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

<p>■ CARMEL BACH FESTIVAL, INC. Carmel, California</p> <p><i>For general support, to be matched by funds for endowment (matching grant)</i></p>		75,000	25,000	50,000
<p>■ CHOREOGRAPHICS, INC. Berkeley, California</p> <p><i>For support to hire specialists to assist with administrative development</i></p>		7,500	7,500	
<p>■ DANCE THROUGH TIME Kentfield, California</p> <p><i>For general support</i></p>		65,000	15,000	50,000
<p>EUREKA THEATRE San Francisco, California</p> <p><i>For partial salary support of key personnel to broaden the Theatre's funding base (matching grant)</i></p>	45,000		30,000	15,000
<p>GEORGE COATES PERFORMANCE WORKS Berkeley, California</p> <p><i>For general support</i></p>	20,000		20,000	
<p>HILLBARN THEATRE Foster City, California</p> <p><i>For general support</i></p>	35,000		20,000	15,000
<p>■ JANLYN DANCE COMPANY San Francisco, California</p> <p><i>For general support</i></p>		10,000	5,000	5,000
<p>■ JULIAN THEATRE San Francisco, California</p> <p><i>For general support, matching funds to be used for cash reserve (matching grant)</i></p>		60,000	35,000	25,000
<p>■ KRONOS QUARTET San Francisco, California</p> <p><i>For general support, to be matched by funds for endowment (matching grant)</i></p>		125,000	25,000	100,000
<p>MAGIC THEATRE San Francisco, California</p> <p><i>For general support</i></p>	40,000			40,000

■ New grant, 1984

PERFORMING ARTS

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984	
	Grants Authorized	Payments Made		
MARGARET JENKINS DANCE COMPANY San Francisco, California <i>For general support</i>	80,000		40,000	40,000
MIDSUMMER MOZART FESTIVAL San Francisco, California <i>For support of a general manager, to be matched by funds for endowment (matching grant)</i>	30,000		15,000	15,000
■ MOTHER LODE MUSICAL THEATRE AND SEMINARS Kentfield, California <i>For general support</i>		15,000	15,000	
■ NATIONAL SYMPHONY Washington, D.C. <i>For general support</i>		10,000	10,000	
■ THE NEW DANCE COMPANY SAN JOSE San Jose, California <i>For support of artistic and administrative salaries</i>		20,000	20,000	
OAKLAND BALLET Oakland, California <i>To increase the Ballet's marketing and fundraising activities (matching grant)</i>	25,000			25,000
■ OAKLAND SYMPHONY Oakland, California <i>For operating support, to be matched by funds for endowment (matching grant)</i>		300,000	50,000	250,000
OBERLIN DANCE COLLECTIVE San Francisco, California <i>For general support</i>	95,000		45,000	50,000
ONE ACT THEATRE COMPANY OF SAN FRANCISCO San Francisco, California <i>For support of the Development Director</i>	29,300		16,875	12,425

■ New grant, 1984

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

■ PENINSULA BALLET THEATRE San Mateo, California <i>For support to meet financial emergency</i> <i>For artistic development (matching grant)</i>		20,000	20,000	
		130,000		130,000
■ PHILHARMONIC SOCIETY OF FREMONT/NEWARK Fremont, California <i>For general support, to be matched by funds for endowment (matching grant)</i>		48,000	4,800	43,200
PICKLE FAMILY CIRCUS San Francisco, California <i>To assist the Circus in implementing a three-year development plan (matching grant)</i>	55,000		40,000	15,000
■ PLAYWRIGHTS UNLIMITED Mill Valley, California <i>For general support</i>		10,000	10,000	
POCKET OPERA COMPANY, INC. San Francisco, California <i>For general support</i>	30,000		30,000	
SAN FRANCISCO CONTEMPORARY MUSIC PLAYERS San Francisco, California <i>For support of administrative costs to be matched by funds for endowment (matching grant)</i>	25,000		15,000	10,000
■ SAN FRANCISCO MOVING COMPANY San Francisco, California <i>For emergency funds to enable the Company to maintain its current performing schedule</i> <i>For general support (matching grant)</i>		20,000	20,000	
		100,000	40,000	60,000
■ SAN FRANCISCO REPERTORY San Francisco, California <i>For management and artistic support</i>		20,000	20,000	

■ New grant, 1984

PERFORMING ARTS

	Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
		Grants Authorized	Payments Made	
<p>■ SAN FRANCISCO SYMPHONY San Francisco, California <i>For support of the operating reserve fund to be matched by funds for endowment (matching grant)</i></p>		1,350,000	1,350,000	
<p>■ SAN JOSE CIVIC LIGHT OPERA San Jose, California <i>For support of marketing to attract new subscribers and acquire new contributors (matching grant)</i></p>		20,000	20,000	
<p>■ SAN JOSE OPERA THEATRE San Jose, California <i>For support of administrative and office salaries</i></p>		20,000	20,000	
<p>SAN JOSE REPERTORY COMPANY San Jose, California <i>For management support</i></p>	35,000		35,000	
<p>SAN JOSE SYMPHONY ORCHESTRA San Jose, California <i>For support of a popular concert series and a fundraising assistant (matching grant)</i></p>	34,000		34,000	
<p>SANTA CRUZ SYMPHONY Aptos, California <i>For support of musicians' salaries (matching grant)</i></p>	28,000		10,000	18,000
<p>SCHOLAR OPERA Palo Alto, California <i>For general support</i></p>	15,000		15,000	
<p>■ SINFONIA SAN FRANCISCO San Francisco, California <i>For general support</i></p>		15,000	15,000	
<p>■ THEATREWORKS Palo Alto, California <i>For general support</i></p>		60,000	15,000	45,000
<p>■ VALLEY INSTITUTE OF THEATRE ARTS Saratoga, California <i>For general support</i></p>		20,000	20,000	

■ New grant, 1984

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

ADVANCED TRAINING

AMERICAN CONSERVATORY THEATRE San Francisco, California <i>For the Theatre's Advanced Training Program (matching grant)</i>	83,000		33,500	49,500
NATIONAL INSTITUTE FOR MUSIC THEATRE (formerly NATIONAL OPERA INSTITUTE) Washington, D.C. <i>For the Internship Program</i>	40,000		20,000	20,000
■ NEW YORK CITY OPERA New York, New York <i>For general support of the Donald Gramm Fund for American Artists</i>		250,000	50,000	200,000
■ OREGON SHAKESPEAREAN FESTIVAL ASSOCIATION Ashland, Oregon <i>For support of the advanced training of young artists program, matching funds applied to endowment (matching grant)</i>		150,000		150,000
SAN FRANCISCO BALLET San Francisco, California <i>For stipends for seventeen apprentice artists</i>	62,000		62,000	
■ <i>For support of the Apprentice and Student Dancer Program (matching grant)</i>		260,000	100,000	160,000
SAN FRANCISCO CONSERVATORY OF MUSIC San Francisco, California <i>For support of the Master Class Program, to be matched by funds for endowment (matching grant)</i>	81,875		31,750	50,125
SCHOOL OF AMERICAN BALLET New York, New York <i>For general support (matching grant)</i>	150,000		100,000	50,000

PERFORMING ARTS

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

SERVICE ORGANIZATIONS

<ul style="list-style-type: none"> ■ BAY AREA LAWYERS FOR THE ARTS San Francisco, California <i>For operating expenses</i> 		75,000	15,000	60,000
<ul style="list-style-type: none"> BAY AREA VIDEO COALITION San Francisco, California <i>For general support</i> 	50,000		25,000	25,000
<ul style="list-style-type: none"> ■ BUSINESS VOLUNTEERS FOR THE ARTS SAN FRANCISCO San Francisco, California <i>For general support (matching grant)</i> 		45,000	7,500	37,500
<ul style="list-style-type: none"> ■ CENTERSPACE DANCE FOUNDATION, INC. San Francisco, California <i>For general support</i> 		20,000		20,000
<ul style="list-style-type: none"> ■ CIRCUIT San Francisco, California <i>For general support</i> 		40,000	20,000	20,000
<ul style="list-style-type: none"> ■ CITY CELEBRATION San Francisco, California <i>For general support</i> 		60,000	30,000	30,000
<ul style="list-style-type: none"> DANCE NOTATION BUREAU New York, New York <i>For general support</i> 	40,000		20,000	20,000
<ul style="list-style-type: none"> FILM ARTS FOUNDATION San Francisco, California <i>For general support and the new small grants program</i> 	25,000		25,000	
<ul style="list-style-type: none"> ■ NEW PERFORMANCE GALLERY San Francisco, California <i>For general support (matching grant)</i> 		90,000	30,000	60,000
<ul style="list-style-type: none"> PEOPLE'S THEATER COALITION San Francisco, California <i>For general support</i> 	15,000		15,000	
<ul style="list-style-type: none"> ■ SAN FRANCISCO ART INSTITUTE San Francisco, California <i>For support of the Master Media Artists Documentation Program</i> 		60,000	60,000	

■ New grant, 1984

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

SAN FRANCISCO BAY AREA DANCE COALITION San Francisco, California <i>To provide general support and for a directory of local dance companies</i>	40,000		20,000	20,000
■ SAN FRANCISCO PERFORMANCES San Francisco, California <i>For operating expenses, to be matched by funds for endowment (matching grant)</i>		75,000	25,000	50,000
THEATRE COMMUNICATIONS CENTER OF THE BAY AREA San Francisco, California <i>For general support</i>	15,000		15,000	

OTHER

■ FOOTHILL-DE ANZA COLLEGES FOUNDATION/PENINSULA WOMEN'S CHORUS Palo Alto, California <i>For travel expenses to perform at the national convention of women musicians in Chicago</i>		5,000	5,000	
■ INSTITUTE FOR URBAN DESIGN, INC. San Francisco, California <i>For general support of the City Building project on the arts</i>		25,000	25,000	
PARTNERS FOR LIVABLE PLACES Oakland, California <i>For support of a study on the cultural facilities in downtown Oakland (matching grant)</i>	1,700		1,700	
■ SPECTRUM FOUNDATION: CITIZENS' COMMITTEE TO PRESERVE THE SAN FRANCISCO MUNICIPAL PIPE ORGAN San Francisco, California <i>For general support (matching grant)</i>		9,000	9,000	
TOTAL PERFORMING ARTS	\$1,304,875	\$4,056,500	\$2,968,625	\$2,392,750

■ New grant, 1984

From 1980 through the year 2000, world population is expected to increase from 4.5 billion to 6.1 billion, with only 1.1 billion people expected to reside in developed regions (Northern America, Europe, and the USSR). (see page 83, Note 5)



Despite progress in many countries toward 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 population 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 activities 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: 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.

The Foundation plans 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 favor 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. The Foundation will also encourage those that are trying to bridge the gap between research and the implementation of policies and programs.

With regard to population issues in the United States, the Foundation supports national organizations concerned with avoiding unwanted pregnancy, particularly among adolescents. Of particular interest are groups that do public policy work, serve clearinghouse roles, and carry out demonstration programs with an evaluation component. 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; nor will it fund population education programs directed toward the general public. ■



POPULATION

Authorizations and Disbursements

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

SOCIAL SCIENCE RESEARCH AND TRAINING

<ul style="list-style-type: none"> THE ALAN GUTTMACHER INSTITUTE New York, New York <i>For general support</i> 		\$1,000,000	\$250,000	\$750,000
<ul style="list-style-type: none"> BROWN UNIVERSITY, POPULATION STUDIES AND TRAINING CENTER Providence, Rhode Island <i>For general support</i> 		500,000	100,000	400,000
UNIVERSITY OF CALIFORNIA, BERKELEY, GRADUATE GROUP IN DEMOGRAPHY PROGRAM IN POPULATION RESEARCH Berkeley, California <i>For general support</i>	\$150,000			150,000
UNIVERSITY OF CALIFORNIA, SAN FRANCISCO, INSTITUTE FOR HEALTH POLICY STUDIES San Francisco, California <i>For general support</i>	140,000		80,000	60,000
COLUMBIA UNIVERSITY, CENTER FOR POPULATION AND FAMILY HEALTH New York, New York <i>For general support</i>	150,000		75,000	75,000
CORNELL UNIVERSITY, INTERNATIONAL POPULATION PROGRAM Ithaca, New York <i>For general support</i>	100,000			100,000
EAST-WEST CENTER, EAST-WEST POPULATION INSTITUTE Honolulu, Hawaii <i>For general support</i>	140,000			140,000

■ New grant, 1984

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

EL COLEGIO DE MEXICO Mexico City, Mexico <i>For the Program of Social Research on Population in Latin America (matching grant)</i>	50,000		43,002	6,998
FLORIDA STATE UNIVERSITY, CENTER FOR THE STUDY OF POPULATION Tallahassee, Florida <i>For general support</i>	80,000		40,000	40,000
INTERNATIONAL UNION FOR THE SCIENTIFIC STUDY OF POPULATION Liege, Belgium <i>For general support</i>	150,000		50,000	100,000
JOHNS HOPKINS UNIVERSITY, THE POPULATION CENTER Baltimore, Maryland <i>For general support</i>	200,000			200,000
■ UNIVERSITY OF MICHIGAN, POPULATION STUDIES CENTER Ann Arbor, Michigan <i>For general support</i>		700,000	140,000	560,000
NATIONAL OPINION RESEARCH CENTER Chicago, Illinois <i>For population work relating to developing countries</i>	30,000		30,000	
UNIVERSITY OF NORTH CAROLINA, CAROLINA POPULATION CENTER Chapel Hill, North Carolina <i>For general support</i>	140,000		70,000	70,000
PENNSYLVANIA STATE UNIVERSITY, POPULATION ISSUES RESEARCH CENTER University Park, Pennsylvania <i>For general support</i>	30,000		30,000	
UNIVERSITY OF PENNSYLVANIA, POPULATION STUDIES CENTER Philadelphia, Pennsylvania <i>For general support</i>	200,000			200,000
■ POPULATION COUNCIL New York, New York <i>For general support of nonbiomedical activities</i>		1,200,000	400,000	800,000

■ New grant, 1984

POPULATION

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

■ POPULATION REFERENCE BUREAU, INC. Washington, D.C. <i>For policy analysis work (matching grant)</i>		210,000	70,000	140,000
PRINCETON UNIVERSITY, OFFICE OF POPULATION RESEARCH Princeton, New Jersey <i>For general support</i>	75,000		75,000	
THE RAND CORPORATION Santa Monica, California <i>For work in developing countries</i>	30,000		30,000	
UNIVERSITY OF SOUTHERN CALIFORNIA, POPULATION RESEARCH LABORATORY Los Angeles, California <i>For general support</i>	40,000		20,000	20,000
UNIVERSITY OF TEXAS, AUSTIN, POPULATION RESEARCH CENTER Austin, Texas <i>For general support</i>	150,000			150,000
UNIVERSITY OF WISCONSIN, MADISON, CENTER FOR DEMOGRAPHY AND ECOLOGY Madison, Wisconsin <i>For general support</i>	180,000			180,000
YALE UNIVERSITY, ECONOMIC GROWTH CENTER New Haven, Connecticut <i>For international population work</i>	40,000		15,000	25,000

INTERNATIONAL FAMILY PLANNING AND DEVELOPMENT

THE ALAN GUTTMACHER INSTITUTE New York, New York <i>For the continued publication of International Family Planning Perspectives</i>	99,000		99,000	
■ AMERICAN COLLEGE OF NURSE- MIDWIVES Washington, D.C. <i>For support of overseas activities</i>		210,000		210,000
THE ASIA FOUNDATION San Francisco, California <i>For family planning and population programs (matching grant)</i>	90,000		50,000	40,000

■ New grant, 1984

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

ASSOCIATION FOR VOLUNTARY STERILIZATION, INC. New York, New York <i>To support non-U.S. government funded activities (matching grant)</i>	70,000		70,000	
■ <i>For general support of overseas activities</i>		340,000	80,000	260,000
CENTRE FOR DEVELOPMENT AND POPULATION ACTIVITIES Washington, D.C. <i>For general support (matching grant)</i>	40,000		40,000	
■ <i>For general support</i>		240,000		240,000
FAMILY HEALTH INTERNATIONAL (formerly INTERNATIONAL FERTILITY RESEARCH PROGRAM) Research Triangle Park, North Carolina <i>For general support (matching grant)</i>	20,000		20,000	
■ INTERNATIONAL COMMITTEE ON THE MANAGEMENT OF POPULATION PROGRAMMES Selangor, Malaysia <i>For general support (matching grant)</i>		250,000	83,000	167,000
■ INTERNATIONAL COUNCIL OF VOLUNTARY AGENCIES Geneva, Switzerland <i>To support a workshop on family health and family planning held in Africa in January 1985</i>		15,000	15,000	
■ INTERNATIONAL DEVELOPMENT PROCUREMENT SERVICES Washington, D.C. <i>For general support (matching grant)</i>		150,000	150,000	
■ INTERNATIONAL INSTITUTE OF RURAL RECONSTRUCTION New York, New York <i>For support of family planning work</i>		115,000	35,000	80,000
INTERNATIONAL PLANNED PARENTHOOD FEDERATION/WESTERN HEMISPHERE REGION New York, New York <i>To stimulate philanthropic support for family planning and population initiatives (matching grant)</i>	200,000		50,000	150,000

■ New grant, 1984

POPULATION

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

INTERNATIONAL PROJECTS ASSISTANCE SERVICES Chapel Hill, North Carolina <i>For general support (matching grant)</i>	50,000		50,000	
INTERNATIONAL WOMEN'S HEALTH COALITION Washington, D.C. <i>For general support</i>	25,000		25,000	
■ <i>For general support (matching grant)</i>		225,000	60,000	165,000
MARGARET SANGER CENTER New York, New York <i>To develop international family planning programs in less developed countries</i>	30,000		30,000	
OVERSEAS EDUCATION FUND Washington, D.C. <i>For the Fund's efforts to further integrate family planning components into its program (matching grant)</i>	50,000			50,000
PARTNERS OF THE AMERICAS Washington, D.C. <i>To develop family planning and sex education programs in cooperation with approximately fifteen partnerships</i>	100,000		50,000	50,000
PATHFINDER FUND Chestnut Hill, Massachusetts <i>For general support (matching grant)</i>	200,000		130,000	70,000
■ PLANNED PARENTHOOD FEDERATION OF AMERICA, INC., WESTERN REGION San Francisco, California <i>To support a conference to encourage the development of partner relationships overseas</i>		25,000	25,000	
■ POPULATION COUNCIL New York, New York <i>For the international introduction of the NORPLANT contraceptive</i>		1,000,000	1,000,000	
■ POPULATION SERVICES EUROPE London, United Kingdom <i>For support of international activities</i>		80,000	40,000	40,000
■ POPULATION SERVICES INTERNATIONAL Washington, D.C. <i>For general support (matching grant)</i>		150,000	40,000	110,000

■ New grant, 1984

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

PROGRAM FOR THE INTRODUCTION AND ADAPTATION OF CONTRACEPTIVE TECHNOLOGY Seattle, Washington <i>For general support</i>	300,000		150,000	150,000
<i>For the International Loan Fund</i>		1,000,000	1,000,000	
SAVE THE CHILDREN Westport, Connecticut <i>To integrate family planning into its work overseas</i>		25,000	25,000	
UNITARIAN UNIVERSALIST SERVICE COMMITTEE Boston, Massachusetts <i>For family planning in developing countries</i>	15,000		15,000	
WORLD NEIGHBORS Oklahoma City, Oklahoma <i>For family planning in developing countries (matching grant)</i>	70,800		35,000	35,800

DOMESTIC ACTIVITIES

CENTER FOR POPULATION OPTIONS Washington, D.C. <i>For general support (matching grant)</i>		225,000	60,000	165,000
COLUMBIA UNIVERSITY, CENTER FOR POPULATION AND FAMILY HEALTH New York, New York <i>To initiate school-based interventions for young adolescents at risk of unintended pregnancy</i>		9,200	9,200	
EDUCATION PROGRAM ASSOCIATES Campbell, California <i>To encourage recruitment of minorities for work in family planning</i>		20,000	20,000	
EDUCATION, TRAINING, AND RESEARCH Santa Cruz, California <i>For general support</i>		180,000	80,000	100,000
GIRLS' CLUBS OF AMERICA, INC. New York, New York <i>For the evaluation of programs directed toward avoiding unwanted adolescent pregnancy</i>	100,000		36,000	64,000

■ New grant, 1984

POPULATION

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

NATIONAL ACADEMY OF SCIENCES Washington, D.C. <i>For the Committee on Child Development Research and Public Policy study of programs on adolescent pregnancy</i>	40,000			40,000
NATIONAL FAMILY PLANNING AND REPRODUCTIVE HEALTH ASSOCIATION Washington, D.C. <i>For general support (matching grant)</i>	90,000		90,000	
■ UNIVERSITY OF NORTH CAROLINA, FAMILY RESEARCH CENTER Greensboro, North Carolina <i>For a publication on the reduction of unintended teenage pregnancies</i>		5,000	5,000	
■ PLANNED PARENTHOOD ASSOCIATION OF SANTA CLARA COUNTY, INC. San Jose, California <i>For the purchase of a new headquarters facility (matching grant)</i>		250,000	150,000	100,000
■ PLANNED PARENTHOOD FEDERATION OF AMERICA, INC. San Francisco, California <i>For the development of planned giving programs</i>		170,000	65,000	105,000
SEX INFORMATION AND EDUCATION COUNCIL OF THE U.S. New York, New York <i>For general support (matching grant)</i>	70,000		40,000	30,000

FAMILY PLANNING – INTERNATIONAL/DOMESTIC

■ AMERICAN HOME ECONOMICS ASSOCIATION Washington, D.C. <i>To integrate family planning and sex education activities into its domestic and overseas programs</i>	140,000		70,000	70,000
PLANNED PARENTHOOD FEDERATION OF AMERICA New York, New York <i>For domestic and international programs (matching grant)</i>	300,000		150,000	150,000

■ New grant, 1984

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

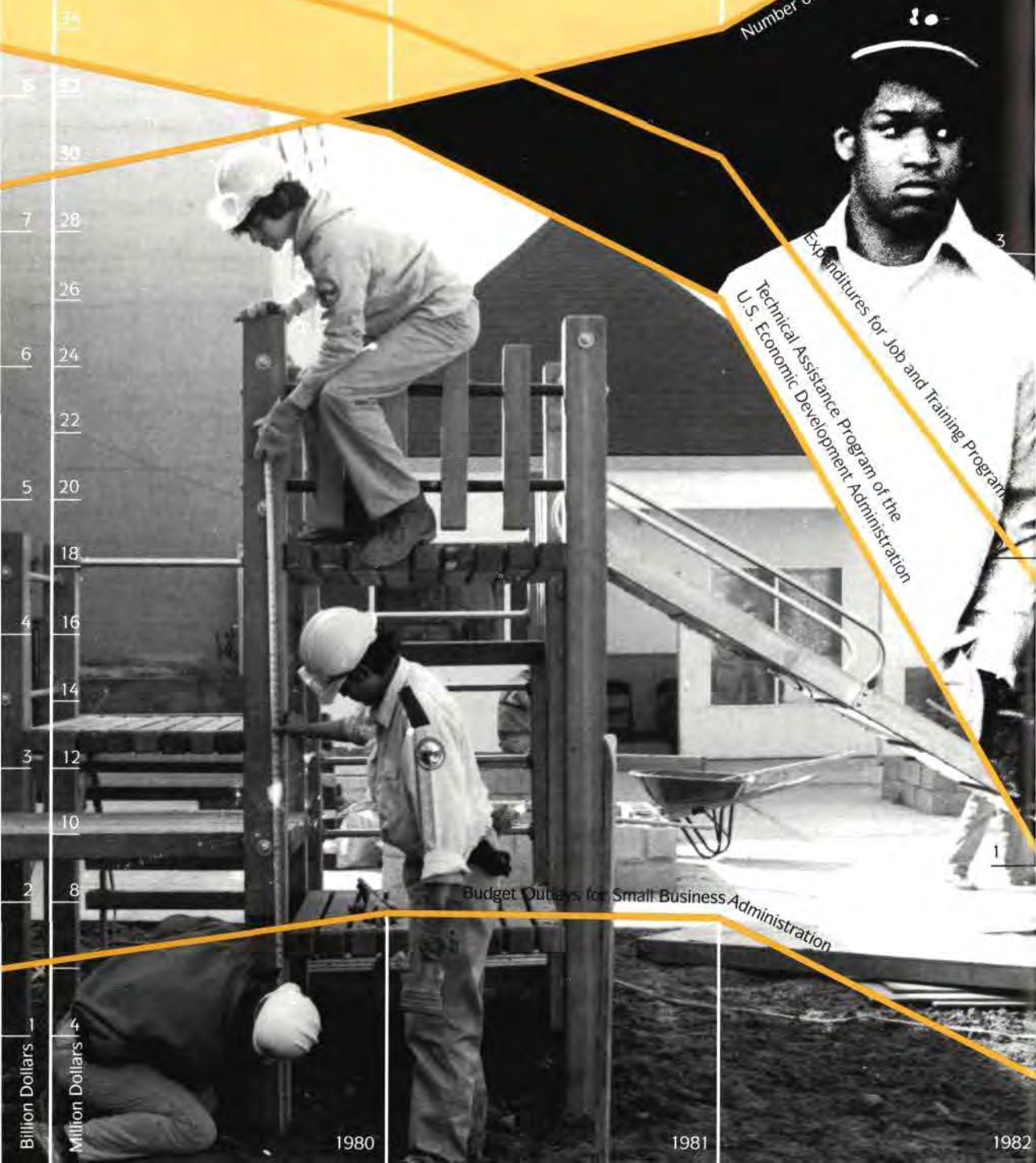
EDUCATION OF LEADERS

GLOBAL COMMITTEE OF PARLIAMENTARIANS ON POPULATION AND DEVELOPMENT New York, New York <i>For general support</i>	100,000		50,000	50,000
■ GLOBAL TOMORROW COALITION Washington, D.C. <i>For activities related to the Globescope National Assembly held in Portland, Oregon in April 1985</i>		15,000		15,000
■ PLANNED PARENTHOOD OF CENTRAL AND NORTHERN ARIZONA Phoenix, Arizona <i>For the 1984 Population Forum: World and Southwest Issues</i>		5,000	5,000	
■ POPULATION ASSOCIATION OF AMERICA Washington, D.C. <i>For outreach activities of the Association</i>		99,000	33,000	66,000
POPULATION CRISIS COMMITTEE Washington, D.C. <i>To increase the commitment of policymakers to solutions to population problems (matching grant)</i>	30,000		30,000	
■ POPULATION INSTITUTE Washington, D.C. <i>For activities connected with the 1984 International Conference on Population held in Mexico City (matching grant)</i>		100,000	100,000	
POPULATION RESOURCE CENTER New York, New York <i>For general support (matching grant)</i>	60,000		60,000	
■ UNITED NATIONS FUND FOR POPULATION ACTIVITIES New York, New York <i>For support of African delegations to attend the 1984 International Conference on Population</i>		25,000	25,000	
TOTAL POPULATION	\$4,364,800	\$8,538,200	\$5,963,202	\$6,939,798

■ New grant, 1984

■ In the three years from 1979 through 1982, government expenditures for job and training programs decreased by more than half, or \$4.3 billion, while youth unemployment increased 47 percent to 5.4 million people. It will take another decade for the Small Business Administration to return to a billion dollars for only 54,000 million and technical assistance grants and contracts decreased by 73 percent to \$8.3 million.

(See page 81, News of



Number of Youth Unemployed

Expenditures for Job and Training Program
 Technical Assistance Program of the
 U.S. Economic Development Administration

Budget Outlays for Small Business Administration

Billion Dollars

Million Dollars

1980

1981

1982



Through the regional grants program, the Foundation responds to requests from organizations based in or near the San Francisco Bay Area that serve local residents. There are four categories in this program area: community development, youth employment, community foundation endowment challenge grants, and selected human services. The first category accounts for nearly half of the program's budget, the second category accounts for about a quarter, and the other two categories account for the remaining quarter of the budget.

In community development, the Foundation funds organizations that conduct programs designed to revitalize neighborhoods by improving living conditions and the climate for business investment.

In youth employment, 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.

The Hewlett Foundation awards endowment challenge grants to community foundations in or near the Bay Area that submit thoughtful plans to increase their endowment and granting capacity and for which a grant to stimulate gifts from local sources would be helpful.

The selected human services category 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 propose new approaches to certain social problems, where short-term Foundation support is critical and the prospects for other forms of long-term financing are good.

The Foundation will consider different types of grants— general, program, or project support. Grants may be made on a one-year or multi-year basis. The Foundation welcomes opportunities to fund programs with other grantmakers.

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



REGIONAL GRANTS

Authorizations and Disbursements

Unpaid Grants 31 December 1983	Grants Authorized	1984		Unpaid Grants 31 December 1984
		Payments Made		

COMMUNITY DEVELOPMENT

BERNAL HEIGHTS COMMUNITY FOUNDATION San Francisco, California <i>For a new neighborhood center</i>	\$40,000		\$20,000	\$20,000
CENTER FOR COMMUNITY CHANGE Washington, D.C. <i>For its work with Bay Area community development organizations</i>	120,000		60,000	60,000
■ CENTER FOR SOUTHEAST ASIAN REFUGEE RESETTLEMENT San Francisco, California <i>For the purchase and rehabilitation of a building to house the Center</i>		\$100,000	100,000	
CHINATOWN NEIGHBORHOOD IMPROVEMENT RESOURCE CENTER San Francisco, California <i>For general support</i>	70,000		70,000	
COMMUNITY DEVELOPMENT INSTITUTE (formerly INSTITUTE FOR THE STUDY OF COMMUNITY ECONOMIC DEVELOPMENT) East Palo Alto, California <i>For general support</i>	140,000		70,000	70,000
EAST BAY ASIAN LOCAL DEVELOPMENT CORPORATION Oakland, California <i>For general support</i>	70,000		35,000	35,000

■ New grant, 1984

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

EL PAJARO COMMUNITY DEVELOPMENT CORPORATION Watsonville, California <i>For general support</i>	96,000		48,000	48,000
■ LA RAZA GRAPHICS CENTER San Francisco, California <i>For general support</i>		100,000	34,000	66,000
LOCAL INITIATIVES SUPPORT CORPORATION New York, New York <i>For the San Francisco office</i>	80,000		80,000	
■ NATIONAL CONGRESS FOR COMMUNITY ECONOMIC DEVELOPMENT Washington, D.C. <i>For general support</i>		20,000	20,000	
NORTH OF MARKET PLANNING COALITION San Francisco, California <i>For general support</i>	20,000		20,000	
■ OAKLAND CHINESE COMMUNITY COUNCIL, INC. Oakland, California <i>For support of the capital needs of its economic development venture (Q-tronix, Inc.)</i>		25,000	25,000	
PUBLIC/PRIVATE VENTURES Philadelphia, Pennsylvania <i>For executive directors of community development organizations in the Bay Area to participate in the Development Training Institute</i>	25,000		25,000	
■ <i>Toward support of Bay Area interns in the Institute</i>		25,000		25,000
■ REALITY HOUSE WEST San Francisco, California <i>For general support</i>		150,000	50,000	100,000
■ SAN JOSE DEVELOPMENT CORPORATION San Jose, California <i>For general support</i>		100,000	20,000	80,000

■ New grant, 1984

REGIONAL GRANTS

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

SPANISH SPEAKING UNITY COUNCIL Oakland, California <i>For general support</i>	75,000		75,000	
■ TENDERLOIN NEIGHBORHOOD DEVELOPMENT CORPORATION San Francisco, California <i>For general support</i>		150,000	50,000	100,000

YOUTH EMPLOYMENT

ACADEMY OF WELDERS San Francisco, California <i>To support its youth employment program</i>	60,000		30,000	30,000
BAY AREA URBAN LEAGUE, INC. San Francisco, California <i>For the League's youth employment training center</i>	150,000		50,000	100,000
■ EAST BAY CONSERVATION CORPS Hayward, California <i>For general support</i>		125,000	31,250	93,750
■ EAST OAKLAND YOUTH DEVELOPMENT FOUNDATION Oakland, California <i>For the East Oakland Youth Development Center</i>		250,000	250,000	
■ EAST SIDE UNION HIGH SCHOOL DISTRICT San Jose, California <i>For planning support of the replication of a school-to-work transition program</i>		25,000	25,000	
■ HUMAN ENVIRONMENT CENTER Washington, D.C. <i>For a project to monitor and encourage urban conservation corps programs</i>		100,000	50,000	50,000
INDUSTRY EDUCATION COUNCIL OF CALIFORNIA, SANTA CLARA COUNTY AFFILIATE San Jose, California <i>For its pre-employment program for high school students</i>	27,500		27,500	

■ New grant, 1984

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

<p>■ MANPOWER DEMONSTRATION RESEARCH CORPORATION New York, New York</p> <p><i>For a pilot study of programs to promote employment for unemployed and out-of-school youth</i></p>		125,000	125,000	
<p>■ MARCUS A. FOSTER EDUCATIONAL INSTITUTE Oakland, California</p> <p><i>For the computer program at Madison Junior High School, Oakland</i></p> <p><i>For support of the Oakland Classroom-to-Workplace project</i></p>		7,000	7,000	
<p>■ MID-PENINSULA YOUTH AND COMMUNITY SERVICES, INC. East Palo Alto, California</p> <p><i>For the Recycling Program</i></p>		25,000	25,000	15,000
<p>■ NETWORK Oakland, California</p> <p><i>For a youth employment and training program (matching grant)</i></p>		150,000	75,000	75,000
<p>■ NEW WAYS TO WORK Oakland, California</p> <p><i>For general support</i></p>		25,000		25,000
<p>OAKLAND YOUTHWORKS Oakland, California</p> <p><i>For general support</i></p>	20,000		20,000	
<p>■ PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO San Francisco, California</p> <p><i>For the San Francisco Conservation Corps, which trains young people for jobs and adult roles (matching grant)</i></p>		250,000	150,000	100,000
<p>PUBLIC/PRIVATE VENTURES Philadelphia, Pennsylvania</p> <p><i>For an evaluation of the California Conservation Corps</i></p>	75,000		37,500	37,500

■ New grant, 1984

REGIONAL GRANTS

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

<p>■ SANTA CLARA COUNTY SUPERINTENDENT OF SCHOOLS PROJECT SI SE PUEDE San Jose, California</p> <p><i>For the Project's work in helping students to stay in school</i></p>		25,000	25,000	
<p>STANFORD MID-PENINSULA URBAN COALITION Stanford, California</p> <p><i>To support the research and evaluation component of the Peninsula Academies Program</i></p>	25,000		25,000	
<p>YOUTH FOR SERVICE San Francisco, California</p> <p><i>For its Telecommunications Specialties Program for young people</i></p>	75,000		75,000	

COMMUNITY FOUNDATION ENDOWMENTS

<p>COMMUNITY FOUNDATION OF SANTA CLARA COUNTY San Jose, California</p> <p><i>To increase its endowment and grantmaking capacity (matching grant)</i></p>	334,000		167,425	166,575
<p>■ EAST BAY COMMUNITY FOUNDATION Oakland, California</p> <p><i>To increase its endowment and grantmaking capacity (matching grant)</i></p>		500,000		500,000
<p>■ MONTEREY PENINSULA FOUNDATION Monterey, California</p> <p><i>To increase its endowment and grantmaking capacity (matching grant)</i></p>		400,000	155,000	245,000
<p>PENINSULA COMMUNITY FOUNDATION Burlingame, California</p> <p><i>To increase its endowment and grantmaking capacity (matching grant)</i></p>	283,728		283,728	

■ New grant, 1984

Unpaid Grants 31 December 1983	Grants Authorized	1984 Payments Made	Unpaid Grants 31 December 1984
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SELECTED HUMAN SERVICES

■ A CENTRAL PLACE Oakland, California <i>For general operating support</i>		20,000	20,000	
■ BAY AREA BLACK UNITED FUND Oakland, California <i>For the Fund's fifth annual fundraising event</i>		2,000	2,000	
BEEBE PARENT-CHILD CENTER INC. Oakland, California <i>For the Center's new infant care program</i>	11,000		11,000	
COLEMAN CHILDREN AND YOUTH SERVICES San Francisco, California <i>For general support</i>	66,000		33,000	33,000
EDEN YOUTH CENTER Hayward, California <i>For general support</i>	50,000		25,000	25,000
■ EPISCOPAL SANCTUARY San Francisco, California <i>For support to cover kitchen renovation and personnel costs of the emergency shelter program</i>		20,000	20,000	
EXECUTIVE SERVICE CORPS OF NORTHERN CALIFORNIA San Francisco, California <i>For general support</i>	35,000		17,500	17,500
GIRLS' CLUB OF THE MID-PENINSULA Menlo Park, California <i>For general support</i>	5,760		5,760*	
■ HERBERT HOOVER BOYS AND GIRLS CLUB Menlo Park, California <i>For general support and capital improvements (matching grant)</i>		140,000	80,000	60,000
■ HOLY FAMILY DAY HOME San Francisco, California <i>For renovation and expansion of its child care services facility</i>		100,000	100,000	

- New grant, 1984
- * Grant cancelled

REGIONAL GRANTS

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

LAOTIAN HANDCRAFT CENTER Berkeley, California <i>For the program of assistance to Laotian refugee women in the Bay Area</i>	12,500		12,500	
MINNESOTA EARLY LEARNING DESIGN (MELD) Minneapolis, Minnesota <i>For partnership work over an eighteen month period with five Bay Area organizations that conduct parenting programs</i>	20,000			20,000
NORTHERN CALIFORNIA GRANTMAKERS San Francisco, California <i>For the Summer Youth Project</i>	12,000		12,000	
OAKLAND CHINESE COMMUNITY COUNCIL Oakland, California <i>For its planning and development office</i>	35,000		35,000	
■ PENINSULA COMMUNITY FOUNDATION Burlingame, California <i>To support Girls' Programs in East Palo Alto/East Menlo Park</i>		25,000	25,000	
■ ST. VINCENT DE PAUL SOCIETY OF SAN FRANCISCO San Francisco, California <i>For renovation and expansion of the Society's Haight Street shelter for homeless women</i>		25,000	25,000	
■ SAN MATEO WOMEN'S SHELTER/LA CASA DE SAN MATEO San Mateo, California <i>For general support</i>		25,000	12,500	12,500
SANTA CLARA COUNTY FAMILY EDUCATION CENTER, INC. San Jose, California <i>For general support</i>	40,000		20,000	20,000

■ New grant, 1984

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

<ul style="list-style-type: none"> STANFORD MID-PENINSULA URBAN COALITION Stanford, California <i>For general support</i> 		100,000	34,000	66,000
<ul style="list-style-type: none"> TRI CITIES CHILDREN'S CENTER, INC. Fremont, California <i>Toward the Center's purchase of a former elementary school building</i> 		25,000	25,000	

OTHER

<ul style="list-style-type: none"> BAY AREA URBAN LEAGUE, INC. San Francisco, California <i>For a program to help low-income home owners who face delinquency or default in their mortgage payments</i> 	75,000		75,000	
<ul style="list-style-type: none"> COMMUNITY TRAINING AND DEVELOPMENT PROJECTS San Francisco, California <i>For general support</i> 	15,000		15,000	
<ul style="list-style-type: none"> NORTHERN CALIFORNIA GRANTMAKERS San Francisco, California <i>For general support of the Foundations/Corporations Emergency Family Needs, Housing Assistance Fund</i> 		250,000	250,000	
<ul style="list-style-type: none"> PUBLIC MEDIA CENTER San Francisco, California <i>For the Center's advertising and marketing assistance to nonprofit organizations in the Bay Area</i> 	12,500		12,500	
TOTAL REGIONAL GRANTS	\$2,175,988	\$3,434,000	\$3,314,163	\$2,295,825

■ New grant, 1984

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.

SPECIAL PROJECTS

Authorizations and Disbursements

Unpaid Grants 31 December 1983	Grants Authorized	1984 Payments Made	Unpaid Grants 31 December 1984
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PUBLIC POLICY

<p>■ THE AMERICAN ASSEMBLY New York, New York <i>For a 1985 program on reforming and simplifying the federal tax system</i></p>		\$25,000	\$25,000	
<p>BROOKINGS INSTITUTION Washington, D.C. <i>For general support of the Institution's research</i></p>	\$133,000		133,000	
<p>■ <i>For general support of the Committee on the Constitutional System</i></p>		25,000	25,000	
<p>■ GEORGETOWN UNIVERSITY Washington, D.C. <i>For general support of the Center for Research in International Studies</i></p>		300,000	100,000	\$200,000
<p>■ HARVARD UNIVERSITY, CENTER FOR BUSINESS AND GOVERNMENT Cambridge, Massachusetts <i>For general support</i></p>		150,000	50,000	100,000
<p>JOINT CENTER FOR POLITICAL STUDIES Washington, D.C. <i>For general support</i></p>	200,000		100,000	100,000
<p>NATIONAL ACADEMY OF SCIENCES Washington, D.C. <i>For a program of analysis and review of public policy issues</i></p>	200,000		200,000	

■ New grant, 1984

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

<ul style="list-style-type: none"> ■ NATIONAL CONFERENCE ON SOCIAL WELFARE PROJECT ON THE FEDERAL SOCIAL ROLE Washington, D.C. <i>For general support</i> 		25,000		25,000
<ul style="list-style-type: none"> ■ OVERSEAS DEVELOPMENT COUNCIL Washington, D.C. <i>For general support</i> 		500,000	125,000	375,000
UNIVERSITY OF SOUTHERN CALIFORNIA, SACRAMENTO PUBLIC AFFAIRS CENTER Sacramento, California <i>For support of the California Policy Choices publication</i>	195,000		64,000	131,000
STANFORD UNIVERSITY Stanford, California <i>For general support of the Arms Control and Disarmament Project</i>	450,000		150,000	300,000
<ul style="list-style-type: none"> ■ <i>For general support of the Center for Economic Policy Research</i> 		300,000	100,000	200,000
THE TRILATERAL COMMISSION New York, New York <i>For general support</i>	100,000		100,000	
URBAN INSTITUTE Washington, D.C. <i>For general support</i>	375,000			375,000
<ul style="list-style-type: none"> ■ UNIVERSITY OF VIRGINIA, WHITE BURKETT MILLER CENTER FOR PUBLIC AFFAIRS Charlottesville, Virginia <i>For general support</i> 		150,000	50,000	100,000
YALE UNIVERSITY, INSTITUTION FOR SOCIAL AND POLICY STUDIES New Haven, Connecticut <i>For general support of the Program on Nonprofit Organizations</i>	350,000		125,000	225,000

SPECIAL PROJECTS

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

LIBRARIES

AMERICAN TRUST FOR THE BRITISH LIBRARY Cambridge, Massachusetts <i>Toward replacement of lost books from the American collection</i>	100,000		100,000	
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NONPROFIT SERVICE ORGANIZATIONS

COUNCIL ON FOUNDATIONS Washington, D.C. <i>For general support</i>		225,000	225,000	
THE FOUNDATION CENTER New York, New York <i>For general support of the Center and its San Francisco office</i>	28,000			28,000
INDEPENDENT SECTOR Washington, D.C. <i>For partial support of efforts to enhance the effectiveness of leadership in the nonprofit sector</i>		25,000	25,000	
MEDIA ALLIANCE San Francisco, California <i>For expansion of the computer alliance project</i>		20,000	20,000	
UNIVERSITY OF SAN FRANCISCO San Francisco, California <i>For tuition assistance for the Nonprofit Organization Management Program</i> <i>For development of an Institute for Nonprofit Organization Management</i>		16,000 25,000	16,000	25,000
VOLUNTEER Arlington, Virginia <i>For general support (matching grant)</i>		150,000	50,000	100,000

PROSOCIAL DEVELOPMENT

DEVELOPMENTAL STUDIES CENTER San Ramon, California <i>For the Child Development Project</i>	479,000		479,000	
For the Child Development Project		989,000	494,500	494,500
For Foundation-related expenses	41,119		6,137	34,982

■ New grant, 1984

Unpaid Grants 31 December 1983	1984		Unpaid Grants 31 December 1984
	Grants Authorized	Payments Made	

OTHER

AMERICAN POLITICAL SCIENCE ASSOCIATION Washington, D.C. <i>For general support of Project '87</i>	112,000		112,000	
■ <i>For general support of Project '87</i>		450,000	150,000	300,000
■ ASPEN INSTITUTE FOR HUMANISTIC STUDIES Washington, D.C. <i>For the second Inter-American Dialogue</i>		15,000	15,000	
■ BUREAU OF SOCIAL SCIENCE RESEARCH, INC. Washington, D.C. <i>For start-up costs of the Center on Election Law and Administration</i>		150,000	150,000	
■ UNIVERSITY OF CALIFORNIA, BERKELEY Berkeley, California <i>To support the XVII International Congress of the History of Science</i>		10,000		10,000
■ EXPLORATORIUM San Francisco, California <i>To help repair the roof of the Palace of Fine Arts</i>		700,000	700,000	
■ FOUNDATION FOR MANAGEMENT EDUCATION Washington, D.C. <i>For general support of the Instituto Centroamericano de Administracion de Empresas (INCAE)</i>		25,000	25,000	
■ GRADUATE THEOLOGICAL UNION Berkeley, California <i>Toward the construction costs of Phase II of the Common Library</i>		2,500,000	2,500,000	
■ HIGH TECHNOLOGY SCIENCE CENTER Mountain View, California <i>Toward administrative costs of the Center</i>		200,000	200,000	

■ New grant, 1984

SPECIAL PROJECTS

Unpaid Grants 31 December 1983	Grants Authorized	1984 Payments Made	Unpaid Grants 31 December 1984
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<p>■ UNIVERSITY OF ILLINOIS Champaign, Illinois</p> <p><i>For a conference on the findings of the Second International Mathematics Study</i></p>		20,000	20,000	
<p>■ NATIONAL ACADEMY OF SCIENCES, POLAR RESEARCH BOARD Washington, D.C.</p> <p><i>To support a workshop on Antarctica, "Assessment of the Antarctic Treaty System"</i></p>		10,000	10,000	
<p>■ NATIONAL EXECUTIVE SERVICE CORPS New York, New York</p> <p><i>For follow-up activities in connection with the President's Task Force on Private Sector Initiatives</i></p>		8,000	8,000	
<p>■ OVERSEAS DEVELOPMENT NETWORK Stanford, California</p> <p><i>For the first year's general operating expenses</i></p>		25,000	25,000	
<p>PERALTA COLLEGES FOUNDATION Oakland, California</p> <p><i>For the Computer Electronics Technology Program at Merritt College</i></p>	25,000		25,000	
TOTAL SPECIAL PROJECTS	\$ 2,788,119	\$ 7,038,000	\$ 6,702,637	\$ 3,123,482
GRAND TOTAL - All Program Areas	\$19,991,943	\$35,883,600	\$28,184,466	\$27,691,077
Less refunds and cancellations		(45,531)		
Grants authorized, net of refunds and cancellations		\$35,838,069		

■ New grant. 1984

ADVICE TO APPLICANTS

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

Letters of application will be briefly acknowledged upon their receipt. But because the Foundation prefers to 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 groups performing arts recommendations by discipline for presentation to its Board of Directors. This allows the Foundation to become familiar with the characteristics and needs in each field. It also assists in planning and in the consistent application of criteria. While the Foundation does not expect to be able to adhere rigidly to the schedule below, it will make every effort to do so.

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

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.

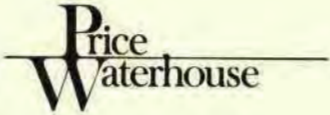
All inquiries are reviewed first by the relevant program officer. He or she will either (1) in consultation with the President, decline those requests which seem unlikely to result in a project the Foundation can support; (2) request further information if a decision cannot be made on the basis of the 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. ■



555 CALIFORNIA STREET
SAN FRANCISCO, CALIFORNIA 94104
415 393-8500

15 March 1985

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 1984 and 1983, 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

BALANCE SHEET

	31 December	
	1984	1983
ASSETS		
Investments:		
Hewlett-Packard Company common stock	\$321,066,573	\$419,638,778
Other equity securities	79,139,951	83,314,976
Fixed income securities	71,123,863	69,973,832
Money market funds	61,450	19,600
	471,391,837	572,947,186
Cash	162,408	54,930
Receivable on sale of securities	904,266	219,018
Interest receivable	1,981,133	2,496,924
Dividends receivable	725,384	588,600
Office equipment, automobile and leasehold improvements, net of accumulated depreciation and amortization of \$194,513 and \$156,270	216,972	226,398
Other assets	33,250	71,538
	\$475,415,250	\$576,604,594
LIABILITIES AND FOUNDATION PRINCIPAL		
Grants payable	\$ 27,691,077	\$ 19,991,943
Accounts payable and accrued liabilities	174,629	175,703
Federal excise tax payable	487,622	1,370,879
Deferred federal excise tax	5,242,541	7,152,483
Total liabilities	33,595,869	28,691,008
Foundation Principal	441,819,381	547,913,586
	\$475,415,250	\$576,604,594

See accompanying notes to financial statements.

STATEMENT OF INCOME, EXPENSES, GRANTS AND FOUNDATION PRINCIPAL

	<u>Year ended 31 December</u>	
	<u>1984</u>	<u>1983</u>
Income:		
Interest	\$ 8,169,677	\$ 8,156,300
Dividends	4,701,288	3,669,575
	<u>12,870,965</u>	<u>11,825,875</u>
Expenses:		
Administrative expenses	1,332,052	1,188,126
Investment management expenses	408,546	365,560
Federal excise tax	483,000	1,373,000
	<u>2,223,598</u>	<u>2,926,686</u>
Income available for grants	<u>10,647,367</u>	8,899,189
Grants authorized, net of refunds and cancellations of \$45,531 in 1984 and \$52,201 in 1983	<u>35,838,069</u>	<u>30,960,549</u>
Excess of expenses and grants over income	<u>(25,190,702)</u>	<u>(22,061,360)</u>
Realized gain on sales of investments	7,301,374	44,529,758
Unrealized increase (decrease) in market value of investments, net of deferred federal excise tax (benefit) of (\$1,909,942) and \$245,335	<u>(88,204,877)</u>	<u>24,585,136</u>
Increase (decrease) in fund balance	<u>(106,094,205)</u>	<u>47,053,534</u>
Foundation Principal at beginning of year	<u>547,913,586</u>	<u>500,860,052</u>
Foundation Principal at end of year	<u>\$441,819,381</u>	<u>\$547,913,586</u>

See accompanying notes to financial statements.

NOTES TO FINANCIAL STATEMENTS 31 DECEMBER 1984 AND 1983

NOTE 1 – Accounting policies:

Investments – Investments are carried at market value. Market values at 31 December 1984 and 1983 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 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 1984 and 1983 was \$115,849 and \$92,000, respectively.

NOTE 2 – Investments:

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

	1984	1983
Hewlett-Packard Company common stock	\$165,423,983	\$172,841,721
Other equity securities	71,703,379	71,992,187
Fixed income securities	70,042,226	73,818,060
	<u>\$307,169,588</u>	<u>\$318,651,968</u>

The Foundation held 9,477,980 shares and 9,902,980 shares of Hewlett-Packard Company stock at 31 December 1984 and 31 December 1983, respectively.

NOTE 3 – 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 1984 are payable as follows:

Year payable	Amount
1985	\$17,295,805
1986	8,588,790
1987 and thereafter	1,806,482
	<u>\$27,691,077</u>

NOTE 4 – Federal excise tax:

In accordance with the provisions of the Internal Revenue Code, the Foundation is liable for an excise tax of 2% on net investment income. Gains on dispositions of investments for excise tax purposes are calculated using the donor's basis of the investment or cost. 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:

	<u>1984</u>	<u>1983</u>
Current	\$ 483,000	\$1,373,000
Deferred	(1,909,942)	245,335
	<u>(\$1,426,942)</u>	<u>\$1,618,335</u>

The Internal Revenue Code also requires that 5% of the average monthly investment balance at market value less the excise tax of 2% be distributed within one year to avoid additional tax. The Foundation intends to make aggregate distributions in 1985 in at least the amount required by the Code.

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

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

SUPPORTING STATISTICS

NOTE 1: CONFLICT RESOLUTION

Year	Total Number of:	
	Neighborhood Justice Centers	Civil Cases Commenced in U.S. District Courts
1976	21	130,600
1978	46	138,800
1979	70	154,700
1982	110	206,200

Sources: Administrative Office of the U.S. Courts, *Annual Report of the Director*; American Bar Association Directory, 1976, 1978, 1979, and 1982.

NOTE 2: EDUCATION

Doctorates awarded by U.S. universities

Year	No. of Ph.D.'s in Sciences	No. of Ph.D.'s in International Studies	Year	No. of Ph.D.'s in Sciences	No. of Ph.D.'s in International Studies
1960	6,263		1971	18,948	
1961	6,721		1972	19,009	
1962	7,438		1973	19,001	
1963	8,220		1974	18,313	
1964	9,224		1975	18,358	
1965	10,476	425*	1976	17,864	653
1966	11,458		1977	17,418	
1967	12,982		1978	17,048	
1968	14,448		1979	17,245	
1969	16,039		1980	17,199	803*
1970	17,743	850*			

* Estimated

Sources: Association of American Universities, *Beyond Growth: The Next Stage in Language and Area Studies*, April 1984; *Digest of Education Statistics*, National Center for Education Statistics, 1981; *Science Indicators 1982*, National Science Board, 1983.

NOTE 3: ENVIRONMENT

Public support for environmental programs: 1978–1983

Responses to the question: At the present time, do you think environmental protection laws and regulations have gone too far, or not far enough, or have struck about the right balance?

Year	Percentage Responding "not far enough"*
1978	28%
1979	31%
1980	34%
1981	32%
1982	38%
1983	48%

*Estimated from figure

Source: The Conservation Foundation, *State of the Environment: An Assessment at Mid-Decade*, Washington, D.C., 1984, with additional reference to *Public Opinion* and The Roper Organization.

NOTE 4: PERFORMING ARTS

Percentage of expenses for 1982 or 1982-83 season

Type of Performing Company	Earned Income	Contributed Income
Theatres	64%	36%
Symphony Orchestras	58%	42%
Dance Companies	68%	32%
Opera Companies	57%	43%

Sources: Opera America, Washington, D.C.; Robert Holley, *Theatre Facts 84* Special Report, 1985; American Symphony Orchestra League, Inc., Washington, D.C.; Dance/U.S.A., Washington, D.C.

NOTE 5: POPULATION

Past, present, and projected population by region (in millions)*

Region	1830	1900	1930	1960	1980	2000	2025
Northern America	45	110	135	170	250	300	350
Latin America	65	95	110	215	360	550	790
Europe	70	330	325	425	485	515	525
Africa	110	165	180	260	475	875	1,645
USSR	125	170	175	200	265	315	365
India	140	265	275	430	690	960	1,190
China	360	485	505	665	1,005	1,255	1,460
Other Asia and Oceania	125	255	345	595	920	1,355	1,860
TOTAL	1,040	1,875	2,050	2,960	4,450	6,125	8,185

*First four years are estimated from figure, other years rounded off to nearest 5 million.

Sources: Paul Harrison and John Rowley, *Human Numbers, Human Needs*, International Planned Parenthood Federation, 1984, with additional reference to U.N. medium projection as assessed in 1982.

NOTE 6: REGIONAL GRANTS

Measures of local investment and youth unemployment

Year	Expenditures for Job and Training Programs (million dollars)	Budget Outlays for the Small Business Administration (million dollars)	Technical Assistance Grants and Contracts from Economic Development Administration (million dollars)	Youth Unemployment/ages 16 to 24 years (million people)
1979	\$9,343	\$1,631	\$33	3.00
1980	8,706	1,899	31	3.50
1981	7,600	1,913	26	3.74
1982	4,253	631	8.3	4.37

Sources: Library of Congress, Congressional Research Service, "Cash and Non-Cash Benefits for Persons with Limited Income: Eligibility Rules, Recipient and Expenditure Data, FY 1979-81," Report No. 83-110 EPW, June 6, 1983; U.S. Employment and Training Administration, *Employment and Training Report of the President 1982*; U.S. Office of Management and Budget, *The Budget of the United States Government*, annual; Annual Reports of the U.S. Economic Development Administration; U.S. Bureau of Labor Statistics, *Employment and Earnings*, monthly.

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