

*The William  
& Flora  
Hewlett  
Foundation*

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*1988*

A N N U A L   R E P O R T

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*The William  
& Flora  
Hewlett  
Foundation*

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# Statement of Purpose

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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.

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

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

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

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# President's Statement

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The Hewlett Foundation made its first grants in conflict resolution in 1978. At that time the Board of Directors made a strong commitment to support the development and use of alternatives to legislation and the judicial process for resolving conflicts. This decision did not necessarily reflect a profound dissatisfaction with the legislature or the judiciary but rather a conviction that both institutions were becoming overburdened and increasingly involved in issues that might be more appropriately solved elsewhere. It seemed to us, for example, that judges should not have to administer school systems and that legislative bodies should not have to settle specific land use issues. Moreover, the enormous increase in the number of laws passed by legislatures and the number of cases pending in the courts threatened the reputation and credibility of both these institutions. We also believed that procedures such as mediation and arbitration, well established and successful in specific but limited situations, could be applied in other settings.

Our earliest grants for conflict resolution supported efforts to resolve environmental disputes. Many environmental groups, governmental agencies, and corporations had become keenly aware of the high costs of litigation as well as the tremendous amount of time that litigation can take and thus were eager to try alternative methods. A handful of not-for-profit organizations had begun to develop staffs familiar with environmental issues and possessed of mediation and arbitration skills. After this early concentration on environmental disputes, we gradually enlarged our support to include organizations working to resolve a wide variety of conflicts, such as those involved in child custody cases, neighborhood disputes, and landlord-tenant relations.

The principal problem for these practitioner organizations has been to acquire an adequate financial base. Collecting fees for their services has limited applicability because one or both of the parties in a conflict are often not in a position to pay. Thus one objective of our grants has been to provide the financial support that will enable these organizations to become

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competent and effective and to be perceived as such. It is clear, however, that if the highly desirable and useful work of these organizations is to continue, they must become less and less dependent on foundation support. And, indeed, this is beginning to happen. The value to the society of several of these dispute resolution organizations has been recognized by several city and county governments. Supporting the organizations is increasingly perceived as a beneficial government expense, much as the court system has come to be an accepted cost of government. Ideally the total costs will be covered by a combination of public funds and private contributions.

Quantitative data describing the proliferation of conflict resolution agencies during the past decade is incomplete largely because no one was counting a decade ago. It seems safe to say, however, that in 1979 there were about 100 neighborhood justice centers, and now there are at least three times that number. There were only a handful of family conflict mediation programs in the 1970s; now more than 100 can be identified. In this same interval, the number of law schools offering courses dealing with mediation and alternative dispute resolution went from about twenty to more than 130. Few states had statutes dealing with dispute resolution twenty years ago; now virtually every state has enacted some form of legislation to promote, help finance, or regulate dispute resolution practices. Thousands of people across the country have been trained in conflict resolution techniques.

An important development in the growth of the movement toward alternative methods of resolving conflicts has been the creation of the National Institute for Dispute Resolution. Established in 1982 by a consortium of foundations including Ford, MacArthur, AT&T, Prudential, and Hewlett, its purposes have been to stimulate the development and use of alternative methods of dispute resolution, to serve as a source of information about dispute resolution, and to make grants to promising efforts in this area.

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The broad movement to develop and demonstrate effective ways of dealing with conflict has also been assisted by the efforts of such organizations as the Law Enforcement Assistance Agency, the American Arbitration Association, the Standing Committee on Dispute Resolution of the American Bar Association, the Center for Public Resources, and the Program on Negotiation at Harvard, among others. As a result of their efforts, the resources available for providing prompt and fair resolution of conflicts in this country have increased at a remarkable rate. Enterprising and imaginative people are active in almost every segment of our society—schools, religious institutions, the corporate community, the family, factory floors, and the neighborhood—to help resolve, without undue expense or animosity, the conflicts that inevitably arise among us. Perhaps the most gratifying aspect of the movement, and in the long run probably the most important, has been the growing willingness of the judicial system to experiment with alternative mechanisms for resolving disputes. Another encouraging development that should contribute to the institutionalization of these techniques has been the introduction of courses in alternative dispute resolution at law schools and business schools. Some law firms have also begun to develop special departments devoted to nonadversarial involvement in disputes.

In general, the progress made in this field has resulted from the efforts of practitioners who have contributed the skills and insights that come out of their experience as mediators and negotiators. What has been lacking, however, until recently, is the involvement of social scientists and, as a consequence, the theoretical framework for this effort is not strong. This absence of theory has meant that knowledge is acquired more slowly than is desirable, experiment is infrequent, and practitioner training is less effective than it could be. The overall situation in this field resembles that of medical practice before its scientific bases were established. In the interest of stimulating scholarship in this area, the Foundation has made grants to thirteen universities and one independent research center where scholars from different disciplines are studying conflict and its resolution.



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This increased attention to resolving conflicts where the parties involved are clearly identified and have typically established relatively fixed positions has led to work which might be called conflict avoidance. Some of these conflicts could have been prevented if the early stages of consensus-building had been more carefully and insightfully handled. Such improvements as the inclusion of more parties to the issue, prior agreement about the sources of factual material, improved communication, and the generation of more options might have eliminated problems that later became pivotal in the disputes. As a response to these insights, the Foundation has made a substantial number of grants that support efforts to improve the processes of decision-making and consensus-building.

For almost a decade the Foundation has supported an experiment-demonstration in which teachers and social scientists are working to determine whether it is possible to help children develop a concern for others as well as the skills of cooperative learning and the ability to work effectively with others. These characteristics are obviously relevant to the capacity to deal constructively with conflict. While final results are not yet in, it is clear that these skills can be taught; children in the experimental schools are exhibiting the desired social skills and attitudes to a greater extent than are youngsters in the control group. These social results are not produced at the expense of academic achievement. The interest in this experiment has been overwhelming. Those in charge of the project are being besieged by requests for information as inquiries come in from all over the country. School boards, teachers, administrators, and parents clearly value the cooperation skills and attitudes and are eager to provide more effective ways for students to develop them.

It is worth contemplating what seems to be an international effort to improve our skills in peaceful means of conflict resolution. Thus while this has always been an aspiration to humankind, it seems to have a special vigor now. This is reflected in the growing skepticism concerning the utility of using force to influence world affairs or settle international disputes. The failure of the U.S. to impose its will in Vietnam, and the failure of the U.S.S.R. to do the same in Afghanistan, are vivid challenges to the traditional claims of the efficacy of might. The unsatisfying results of military intervention in Central America lead to the same conclusion and may account at least in part for the increasing support of the Central American governments in their efforts to resolve political, social, and economic issues in nonmilitary ways.

Conflict is undoubtedly a permanent element of the human condition. Conflicts can, under certain circumstances, be useful and have positive consequences. The search for ways to make conflict less costly, in both human and financial terms, is undeniably an honorable one. The gradual evolution that people have made to embrace consensus-building and to renounce coercion and force must surely be regarded as an increase in our maturity and sophistication. Obviously we have yet to achieve the ideal state of affairs in this regard. The argument here, however, has been that there is notable evidence of an improved capacity to live together more creatively and peacefully and, perhaps more importantly, that there is increased evidence of our desire to do so.

This brief discussion of the recent developments in the movement toward alternative methods of dispute resolution reveals some of the conditions under which philanthropy directed toward a socially significant problem is both effective and gratifying. One such condition is the shared perception of a social need. The need may be perceived only dimly at first, and it may be inconsistently expressed, but it is there nonetheless. Then enterprising, idealistic, and determined people begin to address the problem. Organizations established to deal with the need begin to proliferate; not only do they provide promising

solutions, they begin to train others in the practice of those solutions. The sources of support also become more varied; a pattern of user charges, together with public and private funds, begins to emerge. Meanwhile, the very efforts to deal with a problem generate activities directed toward greater understanding and awareness of its nature. Evidence grows that society intends to support these efforts as part of its overall program for improvement. Finally, the vigor and significance of this whole process is enhanced when its relevance to the needs and aspirations of human beings everywhere is realized.

The process just described for a particular application of Foundation funds is one that is not limited to conflict resolution. In fact, it is humbling to reflect on the relatively small, albeit important, role of philanthropy in the many areas of its supportive endeavors. Foundations must keep in mind the optimum conditions for effective social change: The problem must be important to the society; it must have the potential for widespread attention; and the participation of imaginative and dedicated people. Identifying these opportunities, assessing the degree to which conditions exist for constructive change, and achieving effective means of sharing the financial costs with other sources are the responsibilities of foundations. The ultimate success of these efforts, however, is largely dependent on the contributions of practitioners, scholars, and informed and interested citizens. While foundations have important responsibilities in our collective determination to make our society better, this brief history of our efforts in conflict resolution makes clear that the key roles in affecting change are played by others. Our task is to be effective partners in the process.

ROGER W. HEYNS  
December 1988

# *Programs*

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

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

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

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

# Conflict Resolution

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

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

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

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

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

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## *Program Description*

<b>Conflict Resolution: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 1/1/88</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
<i>Theory Development</i>				
■ UNIVERSITY OF COLORADO, BOULDER CONFLICT RESOLUTION CONSORTIUM Boulder, Colorado <i>For general support</i>	\$200,000		\$100,000	\$100,000
GEORGE MASON UNIVERSITY, DEPARTMENT OF SOCIOLOGY AND ANTHROPOLOGY Fairfax, Virginia <i>For general support of the Center for Conflict Resolution (Awarded in 1987 for \$390,000)</i>		270,000	130,000	140,000
■ GEORGIA INSTITUTE OF TECHNOLOGY Atlanta, Georgia <i>For general support of the Inter-University Consortium on Multi-Party Conflict</i>	25,000		25,000	
HARVARD UNIVERSITY Cambridge, Massachusetts <i>For general support of the Program on Negotiation (Awarded in 1987 for \$450,000)</i>		300,000	125,000	175,000
UNIVERSITY OF HAWAII, DEPARTMENT OF URBAN AND REGIONAL PLANNING Honolulu, Hawaii <i>For general support of the Program on Conflict Resolution (matching grant) (Awarded in 1985 for \$420,000)</i>		120,000	120,000	
■ UNIVERSITY OF MICHIGAN, PROGRAM ON CONFLICT MANAGEMENT ALTERNATIVES Ann Arbor, Michigan <i>For general support</i>	280,000		140,000	140,000
UNIVERSITY OF MINNESOTA Minneapolis, Minnesota <i>For general support of the Conflict Resolution Project (matching grant) (Awarded in 1985 for \$300,000)</i>		50,000	50,000	

■ Grants newly authorized in 1988 (column 1 above)  
are highlighted by blue boxes.

<b>Conflict Resolution: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 1/1/88</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
NORTHWESTERN UNIVERSITY, KELLOGG GRADUATE SCHOOL OF MANAGEMENT Evanston, Illinois <i>For general support (matching grant) (Awarded in 1986 for \$420,000)</i>		120,000	120,000	
■ PENNSYLVANIA STATE UNIVERSITY, COLLEGE OF BUSINESS ADMINISTRATION University Park, Pennsylvania <i>For a Center for Negotiation and Conflict Research</i>	240,000		120,000	120,000
■ STANFORD UNIVERSITY LAW SCHOOL Stanford, California <i>For general support of the Research Center on Conflict Resolution</i>	150,000		150,000	
■ SYRACUSE UNIVERSITY Syracuse, New York <i>For support of the Program on the Analysis and Resolution of Conflicts</i>	200,000		100,000	100,000
■ UNIVERSITY OF WISCONSIN, MADISON, INSTITUTE FOR LEGAL STUDIES Madison, Wisconsin <i>For general support of the Disputes Processing Research Program</i>	250,000		125,000	125,000
<i>Practitioner Organizations</i>				
ACCORD ASSOCIATES Boulder, Colorado <i>For general support (matching grant) (Awarded in 1985 for \$240,000)</i>	(40,000)*	40,000		
ALBAN INSTITUTE Washington, D.C. <i>For general support of conflict resolution work (Awarded in 1986 for \$225,000)</i>		50,000	50,000	
■ CALIFORNIA COMMUNITY DISPUTE SERVICES San Francisco, California <i>For general support</i>	120,000		50,000	70,000

\*Grant cancelled.



<b>Conflict Resolution: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 1/1/88</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
■ CDR ASSOCIATES Boulder, Colorado <i>For general support</i>	180,000		70,000	110,000
CENTER FOR DISPUTE SETTLEMENT Washington, D.C. <i>For general support (Awarded in 1986 for \$150,000)</i>		40,000	40,000	
■ COMMUNITY BOARD PROGRAM, INC. San Francisco, California <i>For general support</i>	150,000		80,000	70,000
■ CONFLICT CLINIC, INC. Fairfax, Virginia <i>For general support</i>	225,000		100,000	125,000
■ DISPUTE RESOLUTION CENTER OF THE EASTERN SIERRA Mammoth Lakes, California <i>For general support</i>	10,000		10,000	
MEDIATION CENTER Minneapolis, Minnesota <i>For general support (Awarded in 1986 for \$120,000)</i>		70,000	40,000	30,000
MEDIATION INSTITUTE Seattle, Washington <i>For general support (Awarded in 1987 for \$200,000)</i>		100,000	70,000	30,000
NEIGHBORHOOD JUSTICE CENTER OF HONOLULU Honolulu, Hawaii <i>For general support (matching grant) (Awarded in 1986 for \$150,000)</i>		40,000	20,000	20,000
NEW ENGLAND NATURAL RESOURCES CENTER, MEDIATION CENTER Boston, Massachusetts <i>For general support (Awarded in 1987 for \$150,000)</i>		70,000	50,000	20,000
■ NORTHERN CALIFORNIA MEDIATION CENTER Corte Madera, California <i>For general support</i>	100,000		50,000	50,000

<b>Conflict Resolution: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 1/1/88</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
PENINSULA CONFLICT RESOLUTION CENTER Redwood City, California <i>For general support (Awarded in 1987 for \$90,000)</i>		40,000	40,000	
UNIVERSITY OF VIRGINIA, INSTITUTE FOR ENVIRONMENTAL NEGOTIATION Charlottesville, Virginia <i>For general support (Awarded in 1987 for \$150,000)</i>		90,000	50,000	40,000
WASHINGTON HEIGHTS-INWOOD COALITION New York, New York <i>For general support of the Community Mediation Program (Awarded in 1987 for \$120,000)</i>		80,000	40,000	40,000
<i>Promotion of the Field</i>				
■ AMERICAN ARBITRATION ASSOCIATION New York, New York <i>For general support</i>	200,000		70,000	130,000
AMERICAN BAR ASSOCIATION, FUND FOR JUSTICE AND EDUCATION Los Angeles, California <i>For general support of the Standing Committee on Dispute Resolution (Awarded in 1987 for \$225,000)</i>		125,000		125,000
CENTER FOR PUBLIC RESOURCES New York, New York <i>For general support of educational and outreach activities (Awarded in 1986 for \$150,000)</i>		40,000	40,000	
INTERNATIONAL PEACE ACADEMY New York, New York <i>For general support (Awarded in 1987 for \$200,000)</i>		125,000	75,000	50,000
■ UNIVERSITY OF MASSACHUSETTS, AMHERST Amherst, Massachusetts <i>For support of the National Association for Mediation in Education</i>	15,000		15,000	

<b>Conflict Resolution: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 1/1/88</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
<ul style="list-style-type: none"> <li>■ NATIONAL INSTITUTE FOR DISPUTE RESOLUTION Washington, D.C. <i>For general support of leadership and clearinghouse activities</i></li> </ul>	300,000		300,000	
<ul style="list-style-type: none"> <li>SOCIETY OF PROFESSIONALS IN DISPUTE RESOLUTION (SPIDR) Detroit, Michigan <i>For general support (Awarded in 1987 for \$60,000)</i></li> </ul>		35,000		35,000
<i>Other</i>				
<ul style="list-style-type: none"> <li>■ AMERICAN ACADEMY OF ARTS AND SCIENCES Cambridge, Massachusetts <i>For the Program on the Processes of International Negotiation</i></li> </ul>	20,000		20,000	
<ul style="list-style-type: none"> <li>■ UNIVERSITY OF HAWAII, PROGRAM ON CONFLICT RESOLUTION Honolulu, Hawaii <i>For the study on the Community Boards Program and community mediation in the United States</i></li> </ul>	25,000		25,000	
<b>TOTAL CONFLICT RESOLUTION</b>	<b>\$2,650,000*</b>	<b>\$1,805,000</b>	<b>\$2,610,000</b>	<b>\$1,845,000</b>

\*1988 authorizations (\$2,690,000) minus cancellation (\$40,000).



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

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

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

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## *Program Description*

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

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

In conjunction with the Bush Foundation, the Foundation supports programs for capital campaigns and faculty development at private black colleges. The Foundation also supports programs designed to improve the educational achievement of underrepresented minority students.

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. It does not fund individual programs of research, staff and curriculum development, or other service programs.

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.

<b>Education: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
<i>Research Libraries</i>				
<b>COUNCIL ON LIBRARY RESOURCES</b> Washington, D.C.				
<i>For general support (Awarded in 1986 for \$900,000)</i>		\$600,000	\$300,000	\$300,000
<b>RESEARCH LIBRARIES GROUP, INC.</b> Mountain View, California				
<i>For general support of research and development for Research Libraries Information Network (Awarded in 1987 for \$750,000)</i>		500,000		500,000
<i>Independent Research Libraries</i>				
■ <b>HISTORICAL SOCIETY OF PENNSYLVANIA</b> Philadelphia, Pennsylvania				
<i>For general support</i>	100,000		100,000	
■ <b>VIRGINIA HISTORICAL SOCIETY</b> Richmond, Virginia				
<i>For general support</i>	100,000		100,000	
<i>University Presses</i>				
<b>ASSOCIATION OF AMERICAN UNIVERSITY PRESSES, INC.</b> New York, New York				
<i>For a study of emerging typesetting methodologies (Awarded in 1987 for \$75,000)</i>		50,000	25,000	25,000
<i>Research Universities: International and Area Studies Program</i>				
<i>Challenge grants to endow discretionary funds for area and other international studies (matching grants)</i>				
<b>UNIVERSITY OF CALIFORNIA, BERKELEY, INSTITUTE OF INTERNATIONAL STUDIES</b> Berkeley, California				
<i>(Awarded in 1985 for \$300,000)</i>		209,300	29,400	179,900
<b>UNIVERSITY OF CALIFORNIA, LOS ANGELES, INTERNATIONAL STUDIES AND OVERSEAS PROGRAM</b> Los Angeles, California				
<i>(Awarded in 1985 for \$300,000)</i>		300,000	300,000	

■ Grants newly authorized in 1988 (column 1 above)  
are highlighted by blue boxes.

<b>Education: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
HARVARD UNIVERSITY, CENTER FOR INTERNATIONAL AFFAIRS Cambridge, Massachusetts <i>(Awarded in 1986 for \$200,000)</i>		200,000		200,000
UNIVERSITY OF NOTRE DAME, HELEN KELLOGG INSTITUTE FOR INTERNATIONAL STUDIES South Bend, Indiana <i>(Awarded in 1986 for \$200,000)</i>		125,000	38,000	87,000
UNIVERSITY OF PENNSYLVANIA, OFFICE OF INTERNATIONAL PROGRAMS Philadelphia, Pennsylvania <i>(Awarded in 1984 for \$150,000)</i>		50,000	50,000	
UNIVERSITY OF PITTSBURGH Pittsburgh, Pennsylvania <i>(Awarded in 1987 for \$200,000)</i>		200,000		200,000
PRINCETON UNIVERSITY, COUNCIL ON INTERNATIONAL AND REGIONAL STUDIES Princeton, New Jersey <i>(Awarded in 1983 for \$200,000)</i>		38,800	38,800	
STANFORD UNIVERSITY, INSTITUTE OF INTERNATIONAL STUDIES Stanford, California <i>(Awarded in 1986 for \$500,000)</i>		500,000		500,000
<i>Challenge grants to increase discretionary fund endowments for area and international studies (matching grants)</i>				
■ BROWN UNIVERSITY Providence, Rhode Island	300,000			300,000
■ COLUMBIA UNIVERSITY, SCHOOL OF INTERNATIONAL AND PUBLIC AFFAIRS New York, New York	300,000			300,000
■ JOHNS HOPKINS UNIVERSITY, SCHOOL OF ADVANCED INTERNATIONAL STUDIES Washington, D.C.	300,000			300,000
■ UNIVERSITY OF MICHIGAN, SCHOOL OF GRADUATE STUDIES (RACKHAM GRADUATE SCHOOL) Ann Arbor, Michigan	300,000			300,000

Education: Organizations (by Category)	Grants Authorized 1988	Unpaid Grants 12/31/87	Payments Made 1988	Unpaid Grants 12/31/88
■ UNIVERSITY OF WASHINGTON Seattle, Washington	300,000		211,000	89,000
■ UNIVERSITY OF WISCONSIN, INTERNATIONAL STUDIES AND PROGRAMS Madison, Wisconsin	300,000			300,000
WOODROW WILSON INTERNATIONAL CENTER FOR SCHOLARS Washington, D.C. (Awarded in 1987 for \$300,000)		300,000	300,000	
<i>International Studies/Others</i>				
■ BOSTON UNIVERSITY, WORLD DEVELOPMENT INSTITUTE Boston, Massachusetts <i>For general support of the Institute's planning committee</i>	25,000		25,000	
■ UNIVERSITIES FIELD STAFF INTERNATIONAL Indianapolis, Indiana <i>To partially subsidize new memberships (Awarded in 1984 for \$62,000)</i>	(22,000)*	22,000		
<i>U.S./Mexico Studies</i>				
■ AMUNDSEN INSTITUTE OF U.S.-MEXICO STUDIES Dallas, Texas <i>For a program entitled "Fostering Economic Relations between the U.S. and Mexico"</i>	25,000		25,000	
BAY AREA INSTITUTE San Francisco, California <i>For general support of Pacific News Service's activities concerned with the U.S. and Latin worlds (Awarded in 1987 for \$150,000)</i>		100,000	50,000	50,000
UNIVERSITY OF CALIFORNIA, LOS ANGELES, PROGRAM ON MEXICO Los Angeles, California <i>For general support of the Project on U.S.- Mexico Social, Economic, and Technology Relations (Awarded in 1986 for \$525,000)</i>		350,000	175,000	175,000

\*Grant cancelled.



Education: Organizations (by Category)	Grants Authorized 1988	Unpaid Grants 12/31/87	Payments Made 1988	Unpaid Grants 12/31/88
UNIVERSITY OF CALIFORNIA, SAN DIEGO, CENTER FOR U.S.-MEXICAN STUDIES La Jolla, California <i>For general support (Awarded in 1987 for \$525,000)</i>		350,000	175,000	175,000
■ CENTRO DE TECNOLOGIA ELECTRONICA E INFORMATICA San Angel, Mexico <i>For support of the program on U.S.-Mexico technology relations</i>	25,000		25,000	
CITY UNIVERSITY OF NEW YORK, BILDNER CENTER New York, New York <i>For the Program on U.S.-Mexican Relations (Awarded in 1986 for \$150,000)</i>		75,000	75,000	
COLUMBIA UNIVERSITY New York, New York <i>For the program on U.S.-Mexico relations in the 1990s (Awarded in 1987 for \$220,000)</i>		110,000	110,000	
EL COLEGIO DE MÉXICO Mexico, D.F., Mexico <i>For a program on U.S.-Mexico relations (Awarded in 1986 for \$200,000)</i>		100,000	100,000	
■ HARVARD LAW SCHOOL Cambridge, Massachusetts <i>For a project with El Colegio de México on U.S.-Mexico drug enforcement collaboration</i>	25,000		25,000	
UNIVERSITY OF NEW MEXICO, THE SCHOOL OF LAW Albuquerque, New Mexico <i>For the U.S.-Mexico Transboundary Resources Institute (Awarded in 1986 for \$164,000)</i>		82,000	82,000	
■ UNIVERSITY OF SOUTHERN CALIFORNIA, CENTER FOR INTERNATIONAL JOURNALISM Los Angeles, California <i>For support of Mexican Fellows participating in the coverage of the U.S. political campaign and in USC seminars on the American political process</i>	16,000		16,000	

Education: Organizations (by Category)	Grants Authorized 1988	Unpaid Grants 12/31/87	Payments Made 1988	Unpaid Grants 12/31/88
STANFORD UNIVERSITY, PROJECT ON U.S.-MEXICO RELATIONS Stanford, California <i>For general support (Awarded in 1985 for \$450,000)</i>		100,000	100,000	
■ <i>For general support</i>	450,000		150,000	300,000
■ UNIVERSITY OF TEXAS, AUSTIN, L.B.J. SCHOOL OF PUBLIC AFFAIRS Austin, Texas <i>For general support of the Program for U.S.-Mexican Policy Studies</i>	300,000		100,000	200,000
UNIVERSIDAD DE LAS AMERICAS Puebla, Mexico <i>For the U.S.-Mexico studies program (Awarded in 1987 for \$200,000)</i>		100,000		100,000
<i>Liberal Arts Colleges: Self-Renewal Program</i>				
<i>To help endow presidential discretionary funds at liberal arts colleges (matching grants)</i>				
BARD COLLEGE Annandale-on-Hudson, New York <i>(Awarded in 1984 for \$75,000)</i>		50,000	50,000	
■ BARD COLLEGE	250,000			250,000
BELOIT COLLEGE Beloit, Wisconsin <i>(Awarded in 1987 for \$250,000)</i>		250,000		250,000
■ BERE A COLLEGE Berea, Kentucky	250,000			250,000
BRYN MAWR COLLEGE Bryn Mawr, Pennsylvania <i>(Awarded in 1986 for \$250,000)</i>		150,000	40,000	110,000
CALIFORNIA LUTHERAN UNIVERSITY Thousand Oaks, California <i>(Awarded in 1985 for \$150,000)</i>		100,000	50,000	50,000
■ CALVIN COLLEGE Grand Rapids, Michigan	250,000			250,000
CARLETON COLLEGE Northfield, Minnesota <i>(Awarded in 1986 for \$250,000)</i>		189,000	95,000	94,000
CHAPMAN COLLEGE Orange, California <i>(Awarded in 1986 for \$150,000)</i>		150,000	33,000	117,000

<b>Education: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
■ COLBY COLLEGE Waterville, Maine	250,000		125,000	125,000
COLGATE UNIVERSITY Hamilton, New York <i>(Awarded in 1987 for \$250,000)</i>		250,000		250,000
CORNELL COLLEGE Mount Vernon, Iowa <i>(Awarded in 1985 for \$75,000)</i>		75,000	75,000	
■ DAVIDSON COLLEGE Davidson, North Carolina	250,000			250,000
DEPAUW UNIVERSITY Greencastle, Indiana <i>(Awarded in 1985 for \$75,000)</i>		25,000	25,000	
■ EARLHAM COLLEGE Richmond, Indiana	250,000		50,000	200,000
■ FRANKLIN AND MARSHALL COLLEGE Lancaster, Pennsylvania	250,000			250,000
FURMAN UNIVERSITY Greenville, South Carolina <i>(Awarded in 1985 for \$88,000)</i>		87,500	87,500	
GETTYSBURG COLLEGE Gettysburg, Pennsylvania <i>(Awarded in 1987 for \$250,000)</i>		250,000	89,000	161,000
■ GOUCHER COLLEGE Towson, Maryland	250,000		30,000	220,000
HAMILTON COLLEGE Clinton, New York <i>(Awarded in 1987 for \$250,000)</i>		124,400	124,400	
HOPE COLLEGE Holland, Michigan <i>(Awarded in 1987 for \$250,000)</i>		154,000	125,000	29,000
■ KNOX COLLEGE Galesburg, Illinois	250,000			250,000
LAWRENCE UNIVERSITY Appleton, Wisconsin <i>(Awarded in 1986 for \$250,000)</i>		150,000		150,000
LINFIELD COLLEGE McMinnville, Oregon <i>(Awarded in 1985 for \$250,000)</i>		209,000	32,000	177,000
MOUNT ST. MARY'S COLLEGE Los Angeles, California <i>(Awarded in 1985 for \$250,000)</i>		95,000	95,000	

<b>Education: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
<b>OBERLIN COLLEGE</b> Oberlin, Ohio <i>(Awarded in 1985 for \$125,000)</i>		25,000	25,000	
<b>OCCIDENTAL COLLEGE</b> Los Angeles, California <i>(Awarded in 1986 for \$250,000)</i>		250,000	92,000	158,000
<b>PITZER COLLEGE</b> Claremont, California <i>(Awarded in 1985 for \$100,000)</i>		70,000		70,000
<b>UNIVERSITY OF PUGET SOUND</b> Tacoma, Washington <i>(Awarded in 1986 for \$175,000)</i>		175,000		175,000
<b>UNIVERSITY OF REDLANDS</b> Redlands, California <i>(Awarded in 1986 for \$200,000)</i>		157,000	69,000	88,000
<b>ST. JOHN'S COLLEGE</b> Annapolis, Maryland <i>(Awarded in 1984 for \$75,000)</i>		50,000		50,000
<b>ST. LAWRENCE UNIVERSITY</b> Canton, New York <i>(Awarded in 1987 for \$250,000)</i>		250,000	56,000	194,000
<b>SANTA CLARA UNIVERSITY</b> Santa Clara, California <i>(Awarded in 1986 for \$250,000)</i>		250,000		250,000
<b>TRINITY COLLEGE</b> Hartford, Connecticut <i>(Awarded in 1987 for \$250,000)</i>		250,000	50,000	200,000
■ <b>WELLESLEY COLLEGE</b> Wellesley, Massachusetts	250,000			250,000
<b>WESLEYAN UNIVERSITY</b> Middletown, Connecticut <i>(Awarded in 1987 for \$250,000)</i>		250,000	100,000	150,000
<b>WESTMONT COLLEGE</b> Santa Barbara, California <i>(Awarded in 1986 for \$250,000)</i>		210,000	122,000	88,000
<b>WHITTIER COLLEGE</b> Whittier, California <i>(Awarded in 1986 for \$100,000)</i>		100,000		100,000
<b>WILLIAMS COLLEGE</b> Williamstown, Massachusetts <i>(Awarded in 1987 for \$250,000)</i>		250,000	75,000	175,000

Education: Organizations (by Category)	Grants Authorized 1988	Unpaid Grants 12/31/87	Payments Made 1988	Unpaid Grants 12/31/88
<i>Undergraduate Colleges: Self-Renewal Program</i>				
<i>To help establish discretionary fund endowments for the improvement of undergraduate education (matching grants)</i>				
■ CASE WESTERN RESERVE UNIVERSITY Cleveland, Ohio	300,000			300,000
UNIVERSITY OF CHICAGO Chicago, Illinois (Awarded in 1985 for \$300,000)		213,200	68,200	145,000
COLUMBIA UNIVERSITY New York, New York (Awarded in 1986 for \$300,000)		170,000		170,000
CORNELL UNIVERSITY Ithaca, New York (Awarded in 1986 for \$300,000)		300,000		300,000
■ GEORGETOWN UNIVERSITY Washington, D.C.	300,000			300,000
HARVARD UNIVERSITY Cambridge, Massachusetts (Awarded in 1987 for \$300,000)		300,000	300,000	
UNIVERSITY OF MICHIGAN Ann Arbor, Michigan (Awarded in 1987 for \$300,000)		300,000	51,000	249,000
PRINCETON UNIVERSITY Princeton, New Jersey (Awarded in 1984 for \$300,000)		54,000		54,000
RENSSELAER POLYTECHNIC INSTITUTE Troy, New York (Awarded in 1986 for \$300,000)		300,000	300,000	
RICE UNIVERSITY Houston, Texas (Awarded in 1985 for \$300,000)		180,000	180,000	
UNIVERSITY OF ROCHESTER Rochester, New York (Awarded in 1987 for \$300,000)		300,000	93,000	207,000
STANFORD UNIVERSITY Stanford, California (Awarded in 1987 for \$300,000)		300,000	25,000	275,000
TUFTS UNIVERSITY Medford, Massachusetts (Awarded in 1984 for \$300,000)		300,000	300,000	
YALE UNIVERSITY New Haven, Connecticut (Awarded in 1986 for \$300,000)		300,000	300,000	

<b>Education: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
<i>Private Black Colleges</i>				
■ <b>BUSH FOUNDATION</b> St. Paul, Minnesota <i>For the Program of Faculty Development Grants for private black colleges (Dillard University, Fisk University, Morris Brown College, Bennett College, Hampton Univer- sity, Benedict College, Voorhees College, Claflin College)</i>	141,644		141,644	
<i>Minority Achievement</i>				
<b>A BETTER CHANCE</b> Oakland, California <i>For general support (Awarded in 1987 for \$120,000)</i>		70,000	35,000	35,000
■ <b>EDUCATION COMMISSION OF THE STATES</b> Denver, Colorado <i>For a project entitled "State Leadership For Minority Achievement in Higher Education"</i>	25,000		25,000	
<b>MARCUS A. FOSTER EDUCATIONAL INSTITUTE</b> Oakland, California <i>For general support (Awarded in 1987 for \$300,000)</i>		200,000		200,000
■ <b>REDWOOD CITY SCHOOL DISTRICT</b> Redwood City, California <i>For a collaborative program entitled "Bridg- ing the Gap and Responding to Diversity"</i>	15,000		15,000	
■ <b>SAN FRANCISCO EDUCATION FUND</b> San Francisco, California <i>For support of the "HERALD" program to improve speaking/writing skills of high school students</i>	225,000		75,000	150,000
■ <b>WOODROW WILSON NATIONAL FELLOWSHIP FOUNDATION</b> Princeton, New Jersey <i>For the Visiting Black Scholars Program</i>	200,000		100,000	100,000

<b>Education: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
<i>International Education</i>				
■ <b>COMMUNITY FOUNDATION OF SANTA CLARA COUNTY, WORLD FORUM OF SILICON VALLEY</b> Menlo Park, California <i>For general support to establish a forum in San Jose for learning and debate of international issues and problems</i>	25,000		25,000	
■ <b>STANFORD UNIVERSITY, BAY AREA GLOBAL EDUCATION PROGRAM</b> Stanford, California <i>To support a program of international education in California public schools (Awarded in 1987 for \$525,000)</i>		350,000	175,000	175,000
■ <b>WORLD AFFAIRS COUNCIL OF NORTHERN CALIFORNIA</b> San Francisco, California <i>For general support</i>	300,000		100,000	200,000
■ <b>WORLD WITHOUT WAR COUNCIL OF NORTHERN CALIFORNIA</b> Berkeley, California <i>To publish a second edition of "Americans in World Affairs: A Guide to Organizations and Institutions in Northern California"</i>	8,500		8,500	
<i>State-Level Policy Analysis/ Public Education</i>				
■ <b>UNIVERSITY OF CALIFORNIA, BERKELEY, POLICY ANALYSIS FOR CALIFORNIA EDUCATION (PACE)</b> Berkeley, California <i>For general support</i>	600,000		275,000	325,000
<i>Other Elementary and Secondary Schools</i>				
<b>THE ACHIEVEMENT COUNCIL, INC.</b> Oakland, California <i>For general support (Awarded in 1986 for \$525,000)</i>		175,000	175,000	
<b>AMERICAN INSTITUTES FOR RESEARCH</b> Palo Alto, California <i>For evaluation of Marva Collins Complex (Awarded in 1987 for \$150,000)</i>		112,500	37,500	75,000

<b>Education: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
<b>BROWN UNIVERSITY, EDUCATION DEPARTMENT</b> Providence, Rhode Island <i>For a school-university association and collaboration program (Awarded in 1985 for \$359,000)</i>		134,000	134,000	
■ <b>UNIVERSITY OF CALIFORNIA, BERKELEY, SCHOOL OF EDUCATION</b> Berkeley, California <i>For support of the School-University Part- nership for Educational Renewal project</i>	450,000		200,000	250,000
■ <b>CHOATE ROSEMARY HALL, PUBLIC-PRIVATE SCHOOL COLLABORATION</b> Wallingford, Connecticut <i>For general support of the national applica- tion of the Public-Private Collaboration model</i>	25,000		25,000	
■ <b>EDITORIAL PROJECTS FOR EDUCATION, INC., EDUCATION WEEK</b> Washington, D.C. <i>For general support of Education Week subscription subsidy plan in California</i>	25,000		25,000	
<b>LABOR INSTITUTE FOR HUMAN ENRICHMENT, INC.</b> Washington, D.C. <i>To expand the Visiting Practitioner Program of the American Federation of Teachers (Awarded in 1985 for \$180,000)</i>		120,000	60,000	60,000
<b>STANFORD UNIVERSITY, SCHOOL OF EDUCATION</b> Stanford, California <i>For the Stanford/Schools Collaborative (Awarded in 1987 for \$450,000)</i>		250,000		250,000
■ <b>UNIVERSITY OF WASHINGTON, INSTITUTE FOR THE STUDY OF EDUCATION POLICY</b> Seattle, Washington <i>For general support of the National Network for Educational Renewal program to evaluate school-university partnerships</i>	320,000		100,000	220,000



Education: Organizations (by Category)	Grants Authorized 1988	Unpaid Grants 12/31/87	Payments Made 1988	Unpaid Grants 12/31/88
<i>Other</i>				
AMERICAN COUNCIL ON EDUCATION Washington, D.C. <i>For general support (Awarded in 1985 for \$500,000)</i>		200,000	100,000	100,000
■ UNIVERSITY OF CALIFORNIA, SANTA CRUZ Santa Cruz, California <i>For general support of the Career Development Fellowship Program for black South Africans</i>	225,000		75,000	150,000
■ CONSORTIUM FOR THE ADVANCEMENT OF PRIVATE HIGHER EDUCATION Washington, D.C. <i>For an examination of the federal role in education</i>	25,000		25,000	
INDEPENDENT COLLEGES OF NORTHERN CALIFORNIA, INC. San Francisco, California <i>For general support (matching grant) (Awarded in 1987 for \$150,000)</i>		123,000	43,000	80,000
■ MATH SCIENCE NETWORK Berkeley, California <i>For general support</i>	8,000		8,000	
<b>TOTAL EDUCATION</b>	<b>\$8,562,144*</b>	<b>\$13,809,700</b>	<b>\$8,039,944</b>	<b>\$14,331,900</b>

\* 1988 authorizations (\$8,584,144) minus cancellation (\$22,000).



he goals of the environment program are to improve decision-making on environmental issues and to encourage more intelligent and rewarding uses of the natural environment for education, conservation, and development. The Foundation emphasizes general support grants and does not typically support specific research or demonstration projects. The

program includes four categories of grants.

In the first category the Foundation supports organizations that produce policy-oriented studies or that disseminate information on a broad range of environmental issues of concern to United States policy makers at the national, regional, or state levels. Foundation support is directed to organizations working on issues of domestic importance or problems of international significance if there is a United States policy concern. The Foundation does not support advocacy or litigating organizations, however.

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## *Program Description*

In the second category the Foundation makes grants to organizations that study, document, or demonstrate how environmental decision-making processes could be improved. The Foundation's interest is primarily focused on convening and facilitating organizations, as well as on those groups exploring new ways of effectively approaching environmental programs by collaborative action that protects the legitimate interests of all parties involved.

The third category consists of grants to selected university and college environmental studies programs at the graduate and undergraduate levels and to university consortiums focused on specific problem areas. The Foundation also supports a limited number of non-university, field-based research and training centers. Grants in this area are directed toward enhancing the interdisciplinary scope and policy relevance of research and improving problem-solving training for students.

In the fourth category the Foundation supports a limited number of organizations that conduct coordinated efforts on a national scale to acquire, preserve, or improve the management of unique, ecologically significant land. The Foundation also supports organizations that work with local land trusts, governmental agencies, or other groups toward the same ends.

<b>Environment: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
<i>Policy Analysis</i>				
<b>AMERICAN PLANNING ASSOCIATION</b>				
Chicago, Illinois				
<i>For general support (matching grant)</i>				
<i>(Awarded in 1986 for \$120,000)</i>				
		\$70,000	\$40,000	\$30,000
<b>CENTER FOR THE GREAT LAKES</b>				
Chicago, Illinois				
<i>For general support (matching grant)</i>				
<i>(Awarded in 1987 for \$90,000)</i>				
		90,000	40,000	50,000
■	<b>CONSERVATION FOUNDATION</b>			
	Washington, D.C.			
	<i>For general support</i>			
	450,000		150,000	300,000
<b>COUNCIL OF STATE POLICY AND PLANNING AGENCIES</b>				
Washington, D.C.				
<i>For general support of natural resources work (matching grant)</i>				
<i>(Awarded in 1985 for \$210,000)</i>				
		65,000		65,000
<b>ENVIRONMENTAL AND ENERGY STUDY INSTITUTE</b>				
Washington, D.C.				
<i>For general support</i>				
<i>(Awarded in 1987 for \$300,000)</i>				
		170,000		170,000
<b>ENVIRONMENTAL LAW INSTITUTE</b>				
Washington, D.C.				
<i>For general support</i>				
<i>(Awarded in 1986 for \$350,000)</i>				
		90,000	90,000	
■	<b>FUND FOR RENEWABLE ENERGY AND THE ENVIRONMENT</b>			
	Washington, D.C.			
	<i>For general support</i>			
	150,000		70,000	80,000
<b>INFORM</b>				
New York, New York				
<i>For general support</i>				
<i>(Awarded in 1987 for \$150,000)</i>				
		100,000	50,000	50,000
■	<b>NORTHEAST MIDWEST INSTITUTE</b>			
	Washington, D.C.			
	<i>For general support of work in the natural resources and energy areas</i>			
	150,000		75,000	75,000

■ Grants newly authorized in 1988 (column 1 above) are highlighted by blue boxes.

<b>Environment: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
<b>NORTHERN LIGHTS RESEARCH AND EDUCATION INSTITUTE</b> Missoula, Montana <i>For general support (matching grant)</i> <i>(Awarded in 1986 for \$190,000)</i>		40,000	40,000	
<b>QUEBEC LABRADOR FOUNDATION, INC., ATLANTIC CENTER FOR THE ENVIRONMENT</b> Ipswich, Massachusetts <i>For general support (matching grant)</i> <i>(Awarded in 1986 for \$160,000)</i>		40,000	40,000	
<b>RESOURCES FOR THE FUTURE</b> Washington, D.C. <i>For general support of the Center for Risk Management</i> <i>(Awarded in 1987 for \$300,000)</i>		150,000	150,000	
<b>ROCKY MOUNTAIN INSTITUTE</b> Old Snowmass, Colorado <i>For general support</i> <i>(Awarded in 1987 for \$200,000)</i>		120,000	70,000	50,000
<b>WESTERN GOVERNORS' ASSOCIATION</b> Denver, Colorado <i>For general support (matching grant)</i> <i>(Awarded in 1986 for \$300,000)</i>		75,000	75,000	
■ <b>WORLD RESOURCES INSTITUTE</b> Washington, D.C. <i>For general support</i>	300,000		100,000	200,000
<b>WORLDWATCH INSTITUTE</b> Washington, D.C. <i>For general support</i> <i>(Awarded in 1986 for \$360,000)</i>		120,000	120,000	
<i>Decision-Making Processes</i>				
■ <b>AMERICAN ENERGY ASSURANCE COUNCIL</b> Denver, Colorado <i>For general support</i>	100,000		100,000	

<b>Environment: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
UNIVERSITY OF CALIFORNIA, LOS ANGELES, DEPARTMENT OF HUMANITIES AND SOCIAL SCIENCES Los Angeles, California <i>For general support of the Public Policy            Program's work on environmental decision-            making processes            (Awarded in 1987 for \$150,000)</i>		100,000	50,000	50,000
■ CENTER FOR CLEAN AIR POLICY Washington, D.C. <i>For general support</i>	150,000			150,000
CENTER FOR NEW DEMOCRATIC PROCESSES Minneapolis, Minnesota <i>For general support            (Awarded in 1986 for \$24,000)</i>		12,000	12,000	
CLEAN SITES, INC. Alexandria, Virginia <i>For general support            (Awarded in 1985 for \$750,000)</i>		100,000	100,000	
■ COMMUNITY ENVIRONMENT COUNCIL, GILDEA RESOURCE CENTER Santa Barbara, California <i>For support of work on environmental            decision-making processes</i>	70,000		40,000	30,000
■ ENVIRONMENTAL DEFENSE FUND New York, New York <i>For the program on alternative decision-            making processes</i>	25,000		25,000	
■ INSTITUTE FOR RESOURCE MANAGEMENT Salt Lake City, Utah <i>For general support</i>	300,000		120,000	180,000
NATIONAL INSTITUTE FOR CHEMICAL STUDIES Charleston, West Virginia <i>For general support            (Awarded in 1987 for \$300,000)</i>		175,000	100,000	75,000
■ NATURAL RESOURCES DEFENSE COUNCIL New York, New York <i>To support a project on enlarging the use and            improving the effectiveness of negotiation and            other collaborative processes</i>	25,000		25,000	

Environment: Organizations (by Category)	Grants Authorized 1988	Unpaid Grants 12/31/87	Payments Made 1988	Unpaid Grants 12/31/88
NORTHWEST RENEWABLE RESOURCES CENTER Seattle, Washington <i>For general support (matching grant) (Awarded in 1986 for \$200,000)</i>				
		40,000	40,000	
1000 FRIENDS OF OREGON Portland, Oregon <i>For general support (matching grant) (Awarded in 1987 for \$180,000)</i>				
		110,000	60,000	50,000
■ PEOPLE FOR OPEN SPACE/GREENBELT CONGRESS San Francisco, California <i>For the Future of the Metropolis Program</i>	25,000		25,000	
<i>Environmental Education</i>				
CALIFORNIA INSTITUTE OF TECHNOLOGY Pasadena, California <i>For general support of the Environmental Quality Laboratory (Awarded in 1986 for \$260,000)</i>				
		80,000	80,000	
UNIVERSITY OF CALIFORNIA, DAVIS Davis, California <i>For general support of the Public Service Research and Dissemination Program's activities in environmental policy research and policy-making curriculum (Awarded in 1987 for \$250,000)</i>				
		160,000	80,000	80,000
■ UNIVERSITY OF CALIFORNIA, LOS ANGELES, ENVIRONMENTAL SCIENCE/ENGINEERING PROGRAM Los Angeles, California <i>For general support of environmental policy research and problem-solving teaching activities</i>	150,000		75,000	75,000
■ CONSERVATION FUND Arlington, Virginia <i>For the Conservation Leadership project</i>	25,000		25,000	
■ CORNELL UNIVERSITY, CENTER FOR ENVIRONMENTAL RESEARCH Ithaca, New York <i>For general support of environmental policy research and problem-solving teaching activities</i>	160,000		80,000	80,000

Environment: Organizations (by Category)	Grants Authorized 1988	Unpaid Grants 12/31/87	Payments Made 1988	Unpaid Grants 12/31/88
UNIVERSITY OF MICHIGAN Ann Arbor, Michigan <i>For general support of the School of Natural Resources activities in policy research and curriculum</i> <i>(Awarded in 1987 for \$300,000)</i>		200,000		200,000
ORGANIZATION FOR TROPICAL STUDIES Durham, North Carolina <i>For general support of new course offerings in tropical ecosystem problem solving and policy</i> <i>(Awarded in 1986 for \$200,000)</i>		100,000	50,000	50,000
PRINCETON UNIVERSITY Princeton, New Jersey <i>For general support of training and policy research at the Center for Energy and Environmental Studies</i> <i>(Awarded in 1985 for \$260,000)</i>		90,000		90,000
■ UNIVERSITY OF WASHINGTON, INSTITUTE OF ENVIRONMENTAL STUDIES AND INSTITUTE OF MARINE STUDIES Seattle, Washington <i>For general support of environmental policy research and problem-solving teaching activities</i>	180,000		90,000	90,000
UNIVERSITY OF WISCONSIN Madison, Wisconsin <i>For general support of the Institute for Environmental Studies activities in policy research and problem-solving curriculum</i> <i>(Awarded in 1987 for \$275,000)</i>		150,000		150,000
■ YALE UNIVERSITY, SCHOOL OF FORESTRY AND ENVIRONMENTAL STUDIES New Haven, Connecticut <i>For support of the environmental sourcebook project</i>	25,000			25,000
<i>Land Acquisition and Preservation</i>				
■ CENTER FOR PLANT CONSERVATION Jamaica Plain, Massachusetts <i>For general support</i>	180,000		80,000	100,000



<b>Environment: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
LAND TRUST EXCHANGE Bar Harbor, Maine <i>For general support (Awarded in 1987 for \$250,000)</i>		150,000	75,000	75,000
■ NATIONAL FISH AND WILDLIFE FOUNDATION Washington, D.C. <i>For general support</i>	150,000		75,000	75,000
■ NATIONAL PARKS AND CONSERVATION ASSOCIATION Washington, D.C. <i>For a challenge grant for the Land Acquisition Revolving Fund</i>	100,000		100,000	
■ NATURE CONSERVANCY Arlington, Virginia <i>For general support of scientific and leader- ship activities</i>	300,000		100,000	200,000
STANFORD UNIVERSITY Stanford, California <i>For general support of the Center for Conservation Biology (Awarded in 1986 for \$150,000)</i>		75,000	75,000	
TRUST FOR PUBLIC LAND San Francisco, California <i>For general support of the local land trust program (Awarded in 1987 for \$195,000)</i>		120,000		120,000
<i>Other</i>				
CALIFORNIA ACADEMY OF SCIENCES San Francisco, California <i>For general support of the research division (Awarded in 1987 for \$500,000)</i>		400,000	100,000	300,000
SCIENTISTS' INSTITUTE FOR PUBLIC INFORMATION New York, New York <i>For general support of work on environmental issues (matching grant) (Awarded in 1986 for \$150,000)</i>		25,000	25,000	
<b>TOTAL ENVIRONMENT</b>	<b>\$3,015,000</b>	<b>\$3,217,000</b>	<b>\$2,917,000</b>	<b>\$3,315,000</b>

# Performing Arts

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

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

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

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

Application deadlines for each of the foregoing areas of Foundation interest are listed on page 80.

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; folk arts,

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*Program  
Description*

including crafts and popular music; recreational, therapeutic, and social service arts programs; and individuals. The Hewlett Foundation does not support one-time events, such as seminars, conferences, festivals, or cultural foreign exchange programs, and does not provide assistance with touring costs for performing companies.

<b>Performing Arts: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
<i>Music</i>				
■ BAY AREA WOMEN'S PHILHARMONIC San Francisco, California <i>For general support</i>	\$25,000		\$25,000	
■ BAY CHAMBER SYMPHONY ORCHESTRA San Mateo, California <i>For general support</i>	10,000		10,000	
BERKELEY SYMPHONY ORCHESTRA Berkeley, California <i>For general support, to be matched by funds for deficit elimination, and for a cash reserve or endowment (matching grant) (Awarded in 1987 for \$120,000)</i>		80,000	20,000	60,000
■ CABRILLO MUSIC FESTIVAL Aptos, California <i>For general support and a cash reserve (matching grant)</i>	75,000		25,000	50,000
■ CARMEL BACH FESTIVAL, INC. Carmel by the Sea, California <i>For general support and the endowment fund (matching grant)</i>	100,000		35,000	65,000
CHAMBER MUSIC AMERICA New York, New York <i>To establish an endowment for the Commis- sioning Program (matching grant) (Awarded in 1986 for \$150,000)</i>		100,000		100,000
CHAMBER SYMPHONY OF SAN FRANCISCO San Francisco, California <i>For general support, to be matched by funds for a cash reserve (matching grant) (Awarded in 1985 for \$90,000)</i>		15,000	15,000	
■ FREMONT-NEWARK PHILHARMONIC Fremont, California <i>For general support and the endowment fund (matching grant)</i>	75,000		25,000	50,000
■ GOOD SOUND FOUNDATION Woodside, California <i>For general support</i>	25,000		25,000	

■ Grants newly authorized in 1988 (column 1 above) are highlighted by blue boxes.

<b>Performing Arts: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
<b>HIDDEN VALLEY MUSIC SEMINARS</b> Carmel Valley, California <i>For general support, to be matched by funds for endowment (matching grant)</i> <i>(Awarded in 1985 for \$100,000)</i>		37,500		37,500
<b>HUMANITIES WEST</b> San Francisco, California <i>For general support, with a portion to be matched for a cash reserve fund (matching grant)</i> <i>(Awarded in 1986 for \$45,000)</i>		25,000	25,000	
<b>KRONOS QUARTET</b> San Francisco, California <i>For general support, to be matched by funds for endowment (matching grant)</i> <i>(Awarded in 1984 for \$125,000)</i>		45,000	45,000	
<b>MARIN SYMPHONY ASSOCIATION</b> San Rafael, California <i>For general support, to be matched by funds for endowment (matching grant)</i> <i>(Awarded in 1985 for \$60,000)</i>		30,000	20,000	10,000
<b>MEET THE COMPOSER, INC.</b> New York, New York <i>For general support</i> <i>(Awarded in 1987 for \$150,000)</i>		75,000	75,000	
<b>MIDSUMMER MOZART FESTIVAL</b> San Francisco, California <i>For general support, to be matched by funds for endowment (matching grant)</i> <i>(Awarded in 1986 for \$60,000)</i>		30,000	20,000	10,000
■ <b>MUSICAL TRADITIONS/PAUL DRESHER ENSEMBLE</b> Berkeley, California <i>For general support</i>	20,000		20,000	
<b>NAPA VALLEY SYMPHONY ASSOCIATION</b> Napa, California <i>For general support, to be matched by funds for endowment (matching grant)</i> <i>(Awarded in 1985 for \$60,000)</i>		10,000	10,000	
■ <b>NEW CONTRA COSTA SYMPHONY</b> Orinda, California <i>For general support</i>	10,000		10,000	

<b>Performing Arts: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
<ul style="list-style-type: none"> <li>■ <b>OLD FIRST CENTER FOR THE ARTS/ OLD FIRST CONCERTS</b> San Francisco, California <i>For general support and to help establish a cash reserve</i></li> </ul>	25,000		25,000	
<ul style="list-style-type: none"> <li><b>PHILHARMONIA BAROQUE ORCHESTRA OF THE WEST</b> San Francisco, California <i>For general support, to be matched by funds for endowment (matching grant) (Awarded in 1985 for \$100,000)</i></li> </ul>		50,000	20,000	30,000
<ul style="list-style-type: none"> <li><b>SAN FRANCISCO CHAMBER ORCHESTRA</b> San Francisco, California <i>For general support, to be matched by funds for endowment (matching grant) (Awarded in 1986 for \$90,000)</i></li> </ul>		60,000		60,000
<ul style="list-style-type: none"> <li><b>SAN FRANCISCO CONSERVATORY OF MUSIC</b> San Francisco, California <i>For general support, to be matched by funds for endowment (matching grant) (Awarded in 1987 for \$500,000)</i></li> </ul>		500,000	500,000	
<ul style="list-style-type: none"> <li>■ <b>SAN FRANCISCO CONTEMPORARY MUSIC PLAYERS</b> San Francisco, California <i>For general support (matching grant)</i></li> </ul>	90,000		30,000	60,000
<ul style="list-style-type: none"> <li><b>SAN FRANCISCO SYMPHONY</b> San Francisco, California <i>For general support (matching grant) (Awarded in 1987 for \$150,000)</i></li> </ul>		75,000	75,000	
<ul style="list-style-type: none"> <li>■ <b>SAN JOSE SYMPHONY ORCHESTRA</b> San Jose, California <i>For general support</i></li> </ul>	350,000		125,000	225,000
<ul style="list-style-type: none"> <li>■ <b>SANTA CRUZ COUNTY SYMPHONY ASSOCIATION</b> Aptos, California <i>For general support (matching grant)</i></li> </ul>	30,000		10,000	20,000
<ul style="list-style-type: none"> <li><b>SINFONIA SAN FRANCISCO</b> San Francisco, California <i>For general support, to be matched by funds for a cash reserve (matching grant) (Awarded in 1986 for \$120,000)</i></li> </ul>		40,000	40,000	

Performing Arts: Organizations (by Category)	Grants Authorized 1988	Unpaid Grants 12/31/87	Payments Made 1988	Unpaid Grants 12/31/88
<i>Theatre and Opera</i>				
AMERICAN CONSERVATORY THEATRE San Francisco, California <i>For the Advanced Artist Training Program (matching grant) (Awarded in 1987 for \$180,000)</i>		180,000	60,000	120,000
■ CALIFORNIA THEATRE COUNCIL, WEST COAST PLAYS Los Angeles, California <i>For general support</i>	10,000		10,000	
■ DELLARTE PLAYERS, INC., SAN FRANCISCO NEW VAUDEVILLE FESTIVAL Blue Lake, California <i>For general support</i>	20,000		20,000	
EUREKA THEATRE COMPANY San Francisco, California <i>For general support (matching grant) (Awarded in 1986 for \$150,000)</i>		50,000	50,000	
JULIAN THEATRE San Francisco, California <i>For general support, matching funds to be applied to a cash reserve (matching grant) (Awarded in 1984 for \$60,000)</i>	(25,000)*	25,000		
■ MAGIC THEATRE San Francisco, California <i>For general support</i>	80,000		40,000	40,000
NATIONAL INSTITUTE FOR MUSIC THEATER Washington, D.C. <i>For the Internship Program (Awarded in 1986 for \$75,000)</i>		25,000	25,000	
NEW YORK CITY OPERA New York, New York <i>For general support of the Donald Gramm Fund for American Artists (Awarded in 1984 for \$250,000)</i>		50,000	50,000	

\*Grant cancelled.

Performing Arts: Organizations (by Category)	Grants Authorized 1988	Unpaid Grants 12/31/87	Payments Made 1988	Unpaid Grants 12/31/88
<p>■ NIGHTFIRE THEATER Sausalito, California <i>For general support</i></p>	105,000		35,000	70,000
<p>■ NIGHTLETTER THEATER Berkeley, California <i>For general support</i></p>	10,000		10,000	
<p>OAKLAND ENSEMBLE THEATRE Oakland, California <i>For general support and a cash reserve fund (Awarded in 1986 for \$60,000)</i></p>		15,000	15,000	
<p>ONE ACT THEATRE COMPANY San Francisco, California <i>For general support, to be matched for deficit reduction and a cash reserve fund (matching grant) (Awarded in 1986 for \$75,000)</i></p>	(37,500)*	37,500		
<p>■ OPERA AMERICA Washington, D.C. <i>For the Opera for the 80's and Beyond program</i></p>	60,000		30,000	30,000
<p>OPERA SAN JOSE San Jose, California <i>For general support (Awarded in 1987 for \$120,000)</i></p>		80,000	40,000	40,000
<p>■ OREGON SHAKESPEAREAN FESTIVAL ASSOCIATION Ashland, Oregon <i>For general support to be matched for endowment (matching grant)</i></p>	165,000		55,000	110,000
<p>■ PALO ALTO CHILDREN'S THEATRE Palo Alto, California <i>For the Golden Anniversary Building Fund</i></p>	25,000		25,000	
<p>PEOPLE'S THEATER COALITION San Francisco, California <i>For general support, to be matched for a cash reserve fund (matching grant) (Awarded in 1986 for \$45,000)</i></p>		22,500	15,000	7,500

\*Grant cancelled.



<b>Performing Arts: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
<b>PICKLE FAMILY CIRCUS</b> San Francisco, California <i>For general support (matching grant)</i> <i>(Awarded in 1985 for \$120,000)</i>		22,500	22,500	
■ <i>For general support (matching grant)</i>	120,000		40,000	80,000
<b>PLAYWRIGHTS UNLIMITED</b> Mill Valley, California <i>For support of the Bay Area Playwrights Festival XI</i>	25,000		25,000	
<b>POCKET OPERA COMPANY, INC.</b> San Francisco, California <i>For general support (matching grant)</i> <i>(Awarded in 1985 for \$120,000)</i>		20,000		20,000
<b>SAN FRANCISCO OPERA CENTER</b> San Francisco, California <i>For training opera singers, to be matched by funds for endowment (matching grant)</i> <i>(Awarded in 1986 for \$450,000)</i>		350,000	150,000	200,000
<b>SAN FRANCISCO REPERTORY</b> San Francisco, California <i>For general support (matching grant)</i> <i>(Awarded in 1985 for \$75,000)</i>	( 25,000)*	25,000		
<b>SAN JOSE REPERTORY COMPANY</b> San Jose, California <i>For general support (matching grant)</i> <i>(Awarded in 1985 for \$96,000)</i>		16,000	16,000	
■ <b>SEW PRODUCTIONS/LORRAINE HANSBERRY THEATRE</b> San Francisco, California <i>For general support</i>	25,000		25,000	
<b>SHAKESPEARE-SAN FRANCISCO</b> San Francisco, California <i>For general support</i> <i>(Awarded in 1987 for \$75,000)</i>		50,000	25,000	25,000
■ <b>SOON 3 THEATRE</b> San Francisco, California <i>For general support</i>	40,000		20,000	20,000

\* Grant cancelled.

Performing Arts: Organizations (by Category)	Grants Authorized 1988	Unpaid Grants 12/31/87	Payments Made 1988	Unpaid Grants 12/31/88
<b>THEATER ARTAUD</b>				
San Francisco, California				
<i>For general support, to be matched for a cash reserve (matching grant)</i>				
<i>(Awarded in 1985 for \$105,000)</i>				
		17,500	17,500	
■ <i>For general support</i>	105,000		35,000	70,000
<b>THEATRE BAY AREA</b>				
San Francisco, California				
<i>For general support</i>				
	60,000		20,000	40,000
<b>THEATREWORKS</b>				
Palo Alto, California				
<i>For general support</i>				
	105,000		35,000	70,000
<b>VALLEY INSTITUTE OF THEATRE ARTS</b>				
Saratoga, California				
<i>For general support</i>				
	120,000		60,000	60,000
<i>Dance</i>				
<b>BERKELEY CONSERVATORY BALLET</b>				
Berkeley, California				
<i>For general support</i>				
	10,000		10,000	
<b>CENTERSPACE DANCE FOUNDATION</b>				
San Francisco, California				
<i>For general support</i>				
<i>(Awarded in 1986 for \$75,000)</i>				
		50,000	50,000	
<b>CIRCUIT NETWORK</b>				
San Francisco, California				
<i>For general support</i>				
<i>(Awarded in 1986 for \$50,000)</i>				
		25,000	25,000	
■ <i>For general support</i>	40,000		25,000	15,000
<b>DANCE THROUGH TIME</b>				
Kentfield, California				
<i>For artistic support and for a joint marketing and development project</i>				
<i>(Awarded in 1987 for \$150,000)</i>				
		50,000	50,000	
<b>DANCE/USA</b>				
Washington, D.C.				
<i>For general support</i>				
	60,000		20,000	40,000

<b>Performing Arts: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
■ <b>DANCERS' GROUP/FOOTWORK STUDIO</b> San Francisco, California <i>For general support</i>	50,000		25,000	25,000
<b>DANCERS' STAGE COMPANY</b> San Francisco, California <i>For general support</i> <i>(Awarded in 1986 for \$75,000)</i>		25,000	25,000	
<b>DIMENSIONS DANCE THEATER</b> Oakland, California <i>For general support</i> <i>(Awarded in 1985 for \$70,000)</i>		15,000	15,000	
■ <b>LINES A DANCE COMPANY</b> San Francisco, California <i>For general support</i>	24,500		24,500	
■ <b>MACFARLAND/WHISTLER DANCE ART COMPANY</b> San Francisco, California <i>For general support</i>	10,000			10,000
<b>MARGARET JENKINS DANCE COMPANY</b> San Francisco, California <i>For general support</i> <i>(Awarded in 1986 for \$120,000)</i>		40,000	40,000	
<b>MARIN CIVIC BALLET</b> San Rafael, California <i>For general support</i> <i>(Awarded in 1987 for \$25,000)</i>		25,000	25,000	
<b>NEW DANCE COMPANY SAN JOSE</b> San Jose, California <i>For general support (matching grant)</i> <i>(Awarded in 1985 for \$60,000)</i>	(20,000)*	20,000		
■ <b>OAKLAND BALLET</b> Oakland, California <i>For general support (matching grant)</i>	280,000		50,000	230,000
<b>OBERLIN DANCE COLLECTIVE</b> San Francisco, California <i>For general support</i> <i>(Awarded in 1986 for \$120,000)</i>		40,000		40,000

\*Grant cancelled.

<b>Performing Arts: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
<b>PENINSULA BALLET THEATRE</b>				
San Mateo, California				
<i>For artistic salaries (matching grant)</i>				
<i>(Awarded in 1987 for \$40,000)</i>				
		20,000	20,000	
■ <i>For general support</i>	25,000		25,000	
<b>SAN FRANCISCO BALLET ASSOCIATION</b>				
San Francisco, California				
<i>For the Scholarship Program and Apprentice and Student Dancer Program (matching grant)</i>				
<i>(Awarded in 1987 for \$250,000)</i>				
		187,500	125,500	62,000
<b>SAN FRANCISCO BAY AREA DANCE COALITION</b>				
San Francisco, California				
<i>For general support and for a regranting program for individual dance artists (matching grant)</i>				
<i>(Awarded in 1987 for \$150,000)</i>				
		125,000	25,000	100,000
■ <b>SAN FRANCISCO MOVING COMPANY</b>				
San Francisco, California				
<i>For general support</i>	40,000		20,000	20,000
■ <b>SAN JOSE CLEVELAND BALLET</b>				
San Jose, California				
<i>For general support (matching grant)</i>	100,000		50,000	50,000
■ <b>SCHOOL OF AMERICAN BALLET</b>				
New York, New York				
<i>For general support, to be matched by funds for endowment (matching grant)</i>				
	100,000		25,000	75,000
■ <b>TANDY BEAL &amp; COMPANY, FRIENDS OF OLYMPIA STATION, INC.</b>				
Santa Cruz, California				
<i>For general support</i>	10,000		10,000	
■ <b>ZOHAR DANCE COMPANY</b>				
Palo Alto, California				
<i>For general support</i>	40,000		20,000	20,000

<b>Performing Arts: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
<i>Film and Video</i>				
■ <b>BAY AREA VIDEO COALITION</b> San Francisco, California <i>For general support</i>	50,000		25,000	25,000
<b>FILM ARTS FOUNDATION</b> San Francisco, California <i>For general support and for the Grants Program (matching grant) (Awarded in 1986 for \$230,000)</i>		40,000	30,000	10,000
■ <b>FOUNDATION FOR ART IN CINEMA, CINEMATHEQUE</b> San Francisco, California <i>For general support</i>	20,000		20,000	
<i>Other</i>				
■ <b>ARCHIVES FOR THE PERFORMING ARTS</b> San Francisco, California <i>For general support</i>	50,000		25,000	25,000
<b>ARTS COUNCIL OF SANTA CLARA COUNTY</b> San Jose, California <i>For the Amateur Performing Arts Grants Program (Awarded in 1987 for \$90,000)</i>		40,000	40,000	
<b>BAY AREA LAWYERS FOR THE ARTS</b> San Francisco, California <i>For operating expenses (Awarded in 1984 for \$75,000)</i>		15,000	15,000	
<b>BAY AREA PARTNERSHIP</b> Oakland, California <i>For the Arts Edge Program (Awarded in 1986 for \$150,000)</i>		50,000	50,000	
■ <b>BROOKLYN ACADEMY OF MUSIC</b> Brooklyn, New York <i>For general support of the Next Wave Festival</i>	180,000		60,000	120,000
■ <b>BUSINESS VOLUNTEERS FOR THE ARTS, SAN FRANCISCO CHAMBER OF COMMERCE</b> San Francisco, California <i>For general support of a consortium of a minimum of eighteen Business Volunteers for the Arts programs in the western states</i>	100,000		34,000	66,000

<b>Performing Arts: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
<b>CALIFORNIA CONFEDERATION OF THE ARTS</b> Sacramento, California <i>For general support (Awarded in 1986 for \$60,000)</i>		40,000	20,000	20,000
<b>CITY CELEBRATION</b> San Francisco, California <i>For general support to be matched by funds for a cash reserve (matching grant) (Awarded in 1987 for \$125,000)</i>		70,000	35,000	35,000
■ <i>For general support of Great Hall Project</i>	25,000		25,000	
<b>CULTURAL COUNCIL OF SANTA CRUZ COUNTY</b> Aptos, California <i>For general support (matching grant) (Awarded in 1985 for \$80,000)</i>		5,000	5,000	
■ <b>80 LANGTON STREET/NEW LANGTON ARTS</b> San Francisco, California <i>For general support</i>	25,000		25,000	
<b>INTERSECTION FOR THE ARTS</b> San Francisco, California <i>For general support to be matched by funds for a cash reserve (matching grant) (Awarded in 1987 for \$90,000)</i>		60,000	15,000	45,000
<b>PERFORMING ARTS SERVICES</b> San Francisco, California <i>For general support (Awarded in 1986 for \$45,000)</i>		10,000		10,000
■ <b>SAN FRANCISCO PERFORMANCES</b> San Francisco, California <i>For general support and the endowment fund (matching grant)</i>	120,000		40,000	80,000
<b>TOTAL PERFORMING ARTS</b>	<b>\$3,162,000*</b>	<b>\$3,111,000</b>	<b>\$3,370,000</b>	<b>\$2,903,000</b>

\*1988 authorizations (\$3,269,500) minus cancellations (\$107,500).

# Population

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Although many countries are making progress toward reducing birthrates, population growth continues to be a significant worldwide problem. If present trends continue, within twenty years many countries will have outgrown available food and energy resources, and world population in the twenty-first century will be at least twice its present size.

Accordingly, the Hewlett Foundation will continue to allocate substantial resources to activities in the population field, particularly those involving developing countries, where most of the unsustainable population growth will occur.

Within this broad field of interest, the Foundation plans to continue support of a range of programs, from research on the key variables affecting fertility behavior to efforts to evaluate and implement fertility-reducing development policies. Specific interests are in the following areas: the training of population experts, primarily at university-based population centers; policy-related research on population issues, particularly the relationship of social and economic factors to fertility; and the support of comprehensive family planning services. Efforts to increase understanding of adolescent fertility, male involvement, and the role of cash incentives are of special interest, as is work related specifically to Mexico.

The Foundation generally provides organizational, rather than project, support. It will favor support of groups 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 social, cultural, and personal approaches to population questions. The Foundation will also encourage those organizations that are trying to bridge the gap between research and the implementation of policies and programs.

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## *Program Description*

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With regard to population issues in the United States, the Foundation is especially concerned about the prevention of adolescent pregnancy. Of particular interest are national organizations that do public policy work 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 does not support biomedical research on reproduction or population education programs directed toward the general public.



<b>Population: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
<i>Social Science Research and Training</i>				
ALAN GUTTMACHER INSTITUTE New York, New York				
<i>For general support (Awarded in 1987 for \$1,000,000)</i>				
		\$600,000	\$300,000	\$300,000
BROWN UNIVERSITY, POPULATION STUDIES AND TRAINING CENTER Providence, Rhode Island				
<i>For general support (Awarded in 1984 for \$500,000)</i>				
		200,000	200,000	
UNIVERSITY OF CALIFORNIA, BERKELEY, GRADUATE GROUP IN DEMOGRAPHY Berkeley, California				
<i>For general support of the Program in Population Research (Awarded in 1986 for \$500,000)</i>				
		400,000	100,000	300,000
UNIVERSITY OF CALIFORNIA, SAN FRANCISCO, INSTITUTE FOR HEALTH POLICY STUDIES San Francisco, California				
<i>For general support for the population work of the institute (Awarded in 1986 for \$400,000)</i>				
		134,000	134,000	
■	CAMBRIDGE UNIVERSITY, GROUP FOR THE HISTORY OF POPULATION/SOCIAL STRUCTURE Cambridge, England			
	<i>For the China Population Research project</i>			
	19,000			19,000
■	UNIVERSITY OF CHICAGO, POPULATION RESEARCH CENTER Chicago, Illinois			
	<i>For general support</i>			
	500,000		100,000	400,000
CHULALONGKORN UNIVERSITY, INSTITUTE OF POPULATION STUDIES Bangkok, Thailand				
<i>For support of research and training activities (Awarded in 1986 for \$75,000)</i>				
		37,000	22,000	15,000

■ Grants newly authorized in 1988 (column 1 above) are highlighted by blue boxes.

<b>Population: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
COLUMBIA UNIVERSITY, CENTER FOR POPULATION AND FAMILY HEALTH New York, New York <i>For general support (Awarded in 1985 for \$700,000)</i>		420,000	140,000	280,000
CORNELL UNIVERSITY, INTERNATIONAL POPULATION PROGRAM Ithaca, New York <i>For general support (Awarded in 1986 for \$300,000)</i>		200,000	200,000	
■ <i>For general support</i>	560,000			560,000
EAST-WEST CENTER, EAST-WEST POPULATION INSTITUTE Honolulu, Hawaii <i>For general support (Awarded in 1987 for \$270,000)</i>		180,000		180,000
EL COLEGIO DE MEXICO Mexico City, Mexico <i>For the Center for Demographic and Urban Development Studies (Awarded in 1985 for \$150,000)</i>		50,000	50,000	
FLORIDA STATE UNIVERSITY, CENTER FOR THE STUDY OF POPULATION Tallahassee, Florida <i>For general support (Awarded in 1987 for \$120,000)</i>		80,000	40,000	40,000
FORDHAM UNIVERSITY, DEPARTMENT OF SOCIOLOGY AND ANTHROPOLOGY Bronx, New York <i>For the international work of the Program in Demography (Awarded in 1986 for \$90,000)</i>		30,000		30,000
GADJAH MADA UNIVERSITY, POPULATION STUDIES CENTER Yogyakarta, Indonesia <i>For support of training activities (Awarded in 1986 for \$150,000)</i>		100,000	50,000	50,000
INTERNATIONAL UNION FOR THE SCIENTIFIC STUDY OF POPULATION Liege, Belgium <i>For general support (Awarded in 1987 for \$150,000)</i>		100,000	50,000	50,000

Population: Organizations (by Category)	Grants Authorized 1988	Unpaid Grants 12/31/87	Payments Made 1988	Unpaid Grants 12/31/88
JOHNS HOPKINS UNIVERSITY, POPULATION CENTER Baltimore, Maryland <i>For general support</i> <i>(Awarded in 1985 for \$675,000)</i>		405,000	135,000	270,000
MAHIDOL UNIVERSITY, INSTITUTE FOR POPULATION AND SOCIAL RESEARCH Nakornpathom, Thailand <i>For support of research and training activities</i> <i>(Awarded in 1986 for \$75,000)</i>		50,000	25,000	25,000
■ UNIVERSITY OF MARYLAND, COLLEGE OF BEHAVIORAL AND SOCIAL SCIENCE College Park, Maryland <i>For the Center on Population, Gender and            Social Inequality</i>	120,000		40,000	80,000
UNIVERSITY OF MICHIGAN, POPULATION STUDIES CENTER Ann Arbor, Michigan <i>For general support</i> <i>(Awarded in 1984 for \$700,000)</i>		140,000	140,000	
UNIVERSITY OF NORTH CAROLINA, CAROLINA POPULATION CENTER Chapel Hill, North Carolina <i>For general support</i> <i>(Awarded in 1985 for \$700,000)</i>		420,000	140,000	280,000
■ PENNSYLVANIA STATE UNIVERSITY, POPULATION ISSUES RESEARCH CENTER University Park, Pennsylvania <i>For general support</i>	500,000		100,000	400,000
UNIVERSITY OF PENNSYLVANIA, POPULATION STUDIES CENTER Philadelphia, Pennsylvania <i>For general support</i> <i>(Awarded in 1986 for \$700,000)</i>		540,000	160,000	380,000
POPULATION ASSOCIATION OF AMERICA Washington, D.C. <i>For outreach and education work on            population issues</i> <i>(Awarded in 1987 for \$93,000)</i>		62,000	31,000	31,000

Population: Organizations (by Category)	Grants Authorized 1988	Unpaid Grants 12/31/87	Payments Made 1988	Unpaid Grants 12/31/88
■ POPULATION COUNCIL New York, New York <i>For general support</i>	1,200,000		400,000	800,000
POPULATION REFERENCE BUREAU, INC. Washington, D.C. <i>For policy analysis work            (Awarded in 1987 for \$225,000)</i>		150,000	75,000	75,000
PRINCETON UNIVERSITY, OFFICE OF POPULATION RESEARCH Princeton, New Jersey <i>For general support            (Awarded in 1985 for \$500,000)</i>		200,000	100,000	100,000
RAND CORPORATION Santa Monica, California <i>For support of the international work of the            Labor and Population Program            (Awarded in 1986 for \$150,000)</i>		50,000		50,000
UNIVERSITY OF SOUTHERN CALIFORNIA, POPULATION RESEARCH LABORATORY Los Angeles, California <i>For general support            (Awarded in 1986 for \$180,000)</i>		60,000	60,000	
■ STANFORD UNIVERSITY, HOOVER INSTITUTION Stanford, California <i>For a project entitled "Human Demography            and Natural Resources"</i>	25,000		25,000	
STANFORD UNIVERSITY, INSTITUTE OF POPULATION AND RESOURCES Stanford, California <i>For general support            (Awarded in 1987 for \$150,000)</i>		75,000	75,000	
UNIVERSITY OF TEXAS, AUSTIN, POPULATION RESEARCH CENTER Austin, Texas <i>For general support            (Awarded in 1986 for \$650,000)</i>		520,000	130,000	390,000

Population: Organizations (by Category)	Grants Authorized 1988	Unpaid Grants 12/31/87	Payments Made 1988	Unpaid Grants 12/31/88
UNIVERSIDADE FEDERAL DE MINAS GERAIS, CENTER OF REGIONAL DEVELOPMENT AND PLANNING (CEDEPLAR) Minas Gerais, Brazil <i>For support of population work (Awarded in 1985 for \$150,000)</i>		52,240	48,000	4,240
■ UNIVERSITY OF WASHINGTON, CENTER FOR STUDIES IN DEMOGRAPHY AND ECOLOGY Seattle, Washington <i>For general support</i>	120,000			120,000
UNIVERSITY OF WISCONSIN, CENTER FOR DEMOGRAPHY AND ECOLOGY Madison, Wisconsin <i>For general support (Awarded in 1987 for \$500,000)</i>		400,000	100,000	300,000
YALE UNIVERSITY, ECONOMIC GROWTH CENTER/DEMOGRAPHY PROGRAM New Haven, Connecticut <i>For general support (Awarded in 1987 for \$225,000)</i>		180,000	45,000	135,000
<i>International Family Planning and Development</i>				
■ ACADEMIA MEXICANA DE INVESTIGACIÓN EN DEMOGRAFIA MEDICA Cuauhtemoc, Mexico <i>For general support</i>	80,000		40,000	40,000
■ AFRICAN MEDICAL AND RESEARCH FOUNDATION New York, New York <i>For a project to train family planning promoters in Kenya</i>	50,000		25,000	25,000
AMERICAN HOME ECONOMICS ASSOCIATION Washington, D.C. <i>For support of overseas family planning activities (Awarded in 1986 for \$210,000)</i>		70,000		70,000

Population: Organizations (by Category)	Grants Authorized 1988	Unpaid Grants 12/31/87	Payments Made 1988	Unpaid Grants 12/31/88
<p>■ ASSOCIATION FOR VOLUNTARY SURGICAL CONTRACEPTION, INC. New York, New York <i>For general support (matching grant)</i></p>	420,000			420,000
<p>CENTRE FOR DEVELOPMENT AND POPULATION ACTIVITIES Washington, D.C. <i>For general support (matching grant) (Awarded in 1987 for \$300,000)</i></p>		240,000	80,000	160,000
<p>CENTRO DE ORIENTACIÓN PARA ADOLESCENTES Mexico, D.F., Mexico <i>For activities designed to increase financial stability (Awarded in 1987 for \$120,000)</i></p>		120,000	40,000	80,000
<p>FAMILY CARE INTERNATIONAL New York, New York <i>To help cover the costs of establishing fee-for- service family planning and health care clinics in Mexico City and Nairobi (Awarded in 1987 for \$150,000)</i></p>		75,000	75,000	
<p>FAMILY HEALTH INTERNATIONAL Research Triangle Park, North Carolina <i>For support of family planning work overseas (Awarded in 1986 for \$210,000)</i></p>		140,000	70,000	70,000
<p>FEDERACIÓN MEXICANA DE ASOCIACIONES PRIVADAS DE PLANIFICACIÓN FAMILIAR El Paso, Texas <i>To support activities that cannot be funded by other sources that will lead to greater self- sufficiency of the organization (Awarded in 1987 for \$150,000)</i></p>		100,000		100,000
<p>FUNDACIÓN MEXICANA PARA LA PLANEACIÓN FAMILIAR, A.C. Mexico, D.F., Mexico <i>To develop an information management system, primarily to track programs and evaluation efforts (Awarded in 1987 for \$150,000)</i></p>		100,000	50,000	50,000

Population: Organizations (by Category)	Grants Authorized 1988	Unpaid Grants 12/31/87	Payments Made 1988	Unpaid Grants 12/31/88
<p>■ GOOD SAMARITAN FOUNDATION Portland, Oregon <i>For family planning work using incentive programs at the Stella Maris Charity Clinic in India</i></p>	195,000		65,000	130,000
<p>INSTITUTE FOR DEVELOPMENT TRAINING Chapel Hill, North Carolina <i>For family planning work (Awarded in 1987 for \$80,000)</i></p>		40,000	40,000	
<p>INSTITUTE OF CULTURAL AFFAIRS New York, New York <i>To develop a curriculum for field workers and to provide training for selected field workers in Egypt, the Ivory Coast, and Kenya (Awarded in 1987 for \$120,000)</i></p>		80,000	40,000	40,000
<p>INTERNATIONAL COUNCIL ON MANAGEMENT OF POPULATION PROGRAMMES Kuala Lumpur, Malaysia <i>For general support (matching grant) (Awarded in 1987 for \$210,000)</i></p>		110,000	70,000	40,000
<p>INTERNATIONAL INSTITUTE OF RURAL RECONSTRUCTION New York, New York <i>For family planning work (Awarded in 1987 for \$180,000)</i></p>		120,000		120,000
<p>INTERNATIONAL PLANNED PARENTHOOD FEDERATION/ WESTERN HEMISPHERE REGION New York, New York <i>To stimulate philanthropic support for family planning and population initiatives (matching grant) (Awarded in 1987 for \$450,000)</i></p>		300,000	122,000	178,000
<p>INTERNATIONAL PROJECTS ASSISTANCE SERVICES Carrboro, North Carolina <i>For general support (matching grant) (Awarded in 1986 for \$300,000)</i></p>		100,000	100,000	

<b>Population: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
INTERNATIONAL WOMEN'S HEALTH COALITION New York, New York <i>For general support (Awarded in 1987 for \$220,000)</i>		170,000	70,000	100,000
MARGARET SANGER CENTER, PLANNED PARENTHOOD OF NEW YORK CITY New York, New York <i>For support of a program in Africa to involve men and boys in family planning (Awarded in 1986 for \$150,000)</i>		75,000	50,000	25,000
NATIONAL ACADEMY OF SCIENCES, COMMITTEE ON POPULATION Washington, D.C. <i>For general support (Awarded in 1986 for \$150,000)</i>		75,000		75,000
NATIONAL COUNCIL FOR INTERNATIONAL HEALTH Washington, D.C. <i>For support of family planning and population activities (Awarded in 1986 for \$120,000)</i>		80,000	80,000	
PARTNERS OF THE AMERICAS Washington, D.C. <i>For support of family planning and sex education work (Awarded in 1986 for \$210,000)</i>		70,000	70,000	
■ PATHFINDER FUND Watertown, Massachusetts <i>For general support</i>	750,000		250,000	500,000
PLANNING ASSISTANCE Washington, D.C. <i>To hire a family planning program expert (Awarded in 1987 for \$100,000)</i>		50,000		50,000
POPULATION SERVICES EUROPE, MARIE STOPES INTERNATIONAL London, England <i>For general support (Awarded in 1987 for \$135,000)</i>		90,000	45,000	45,000



Population: Organizations (by Category)	Grants Authorized 1988	Unpaid Grants 12/31/87	Payments Made 1988	Unpaid Grants 12/31/88
<b>POPULATION SERVICES</b>				
<b>INTERNATIONAL</b>				
Washington, D.C.				
<i>For general support (matching grant)</i>				
<i>(Awarded in 1984 for \$150,000)</i>				
		70,000	70,000	
<b>PROGRAM FOR THE INTRODUCTION AND ADAPTATION OF CONTRACEPTIVE TECHNOLOGY</b>				
Seattle, Washington				
<i>For general support</i>				
<i>(Awarded in 1986 for \$600,000)</i>				
		200,000	200,000	
<b>SAN DIEGO STATE UNIVERSITY</b>				
San Diego, California				
<i>For the International Population Center to begin collaborative efforts with El Colegio de la Frontera Norte in Mexico</i>				
<i>(matching grant)</i>				
<i>(Awarded in 1986 for \$25,000)</i>				
		2,500		2,500
<b>WORLD NEIGHBORS</b>				
Oklahoma City, Oklahoma				
<i>For support of family planning work</i>				
<i>(matching grant)</i>				
<i>(Awarded in 1986 for \$270,000)</i>				
		90,000	90,000	
<i>Domestic Activities</i>				
<b>CENTER FOR POPULATION OPTIONS</b>				
Washington, D.C.				
<i>For general support</i>				
<i>(Awarded in 1987 for \$240,000)</i>				
		160,000	80,000	80,000
<b>EDUCATION, TRAINING, AND RESEARCH ASSOCIATES</b>				
Santa Cruz, California				
<i>For general support</i>				
<i>(Awarded in 1987 for \$400,000)</i>				
		220,000	120,000	100,000
<b>GIRLS' CLUBS OF AMERICA, INC.</b>				
New York, New York				
<i>For the evaluation of programs on the prevention of adolescent pregnancy</i>				
<i>(Awarded in 1987 for \$120,000)</i>				
		60,000	60,000	

<b>Population: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
<b>NATIONAL FAMILY PLANNING AND REPRODUCTIVE HEALTH ASSOCIATION</b> Washington, D.C. <i>For general support (matching grant)</i> <i>(Awarded in 1985 for \$300,000)</i>		50,000	50,000	
<b>PLANNED PARENTHOOD FEDERATION OF AMERICA, INC.</b> New York, New York <i>For general support (matching grant)</i> <i>(Awarded in 1986 for \$600,000)</i>		300,000	200,000	100,000
<b>PLANNED PARENTHOOD FEDERATION OF AMERICA, WESTERN REGION</b> San Francisco, California <i>For a collaborative program of management training for the Planned Parenthood affiliates in California (matching grant)</i> <i>(Awarded in 1987 for \$100,000)</i>		100,000	50,000	50,000
■ <b>PROFESSIONAL STAFF ASSOCIATION</b> <b>LOS ANGELES COUNTY/USC MEDICAL CENTER</b> Los Angeles, California <i>For the evaluation of a family planning program for Hispanic teenage mothers</i>	300,000			300,000
<b>SOCIAL RESEARCH APPLICATIONS</b> Los Altos Hills, California <i>For an evaluation of teen pregnancy, pregnancy prevention, and parenting programs (matching grant)</i> <i>(Awarded in 1986 for \$25,000)</i>		15,000	8,000	7,000
<i>Education of Leaders</i>				
<b>GLOBAL COMMITTEE OF PARLIAMENTARIANS ON POPULATION AND DEVELOPMENT</b> New York, New York <i>For general support</i> <i>(Awarded in 1987 for \$150,000)</i>		80,000	50,000	30,000
<b>INSTITUTE FOR 21st CENTURY STUDIES</b> Arlington, Virginia <i>For general support</i> <i>(Awarded in 1987 for \$175,000)</i>		75,000	75,000	

<b>Population: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
■ NATIONAL FAMILY PLANNING AND REPRODUCTIVE HEALTH ASSOCIATION Washington, D.C. <i>For general support</i>	180,000		60,000	120,000
■ POPULATION CRISIS COMMITTEE Washington, D.C. <i>For general support</i>	300,000		100,000	200,000
POPULATION INSTITUTE Washington, D.C. <i>For general support (matching grant) (Awarded in 1986 for \$150,000)</i>		50,000	50,000	
■ POPULATION RESOURCE CENTER New York, New York <i>For general support</i>	300,000			300,000
■ WOMEN JUDGES' FUND FOR JUSTICE Washington, D.C. <i>For a program to improve judicial education in the field of reproductive issues</i>	20,000		20,000	
<b>TOTAL POPULATION</b>	<b>\$5,639,000</b>	<b>\$9,512,740</b>	<b>\$5,880,000</b>	<b>\$9,271,740</b>

# Regional Grants



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

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

In youth employment grants are made to encourage, sustain, or evaluate training and placement programs for disadvantaged youth that are designed to improve youngsters' employability in the marketplace economy. Approaches which promote literacy and social skill development as well as vocational training are of particular interest.

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

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## *Program Description*

The selected human services category is directed primarily to organizations that serve low-income areas of the Peninsula counties. The proposals that are most likely to be funded in this category are those that propose new approaches to social problems, where short-term Foundation support is critical and the prospects for other sources of long-term financing are good.

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

The Foundation will consider different types of grants—general, program, or project support. The Foundation welcomes opportunities to fund programs with other grantmakers.

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

<b>Regional Grants: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
<i>Community Development</i>				
■ UNIVERSITY OF CALIFORNIA, BERKELEY, OAKLAND METROPOLITAN FORUM Berkeley, California <i>For general support</i>	\$300,000		\$100,000	\$200,000
CENTER FOR COMMUNITY CHANGE San Francisco, California <i>For general support, with a portion earmarked for the Oakland office (Awarded in 1986 for \$255,000)</i>		60,000	60,000	
COMMUNITY DEVELOPMENT INSTITUTE Palo Alto, California <i>For general support (Awarded in 1986 for \$200,000)</i>		40,000	40,000	
■ COUNCIL FOR COMMUNITY-BASED DEVELOPMENT New York, New York <i>For general support</i>	5,000		5,000	
DEVELOPMENT TRAINING INSTITUTE Baltimore, Maryland <i>For support of Northern California community development staff in the institute's programs (Awarded in 1987 for \$100,000)</i>		67,000	33,000	34,000
EAST BAY ASIAN LOCAL DEVELOPMENT CORPORATION Oakland, California <i>For general support (Awarded in 1986 for \$100,000)</i>		30,000	30,000	
■ GREATER RICHMOND COMMUNITY DEVELOPMENT CORPORATION Richmond, California <i>For general support</i>	67,000		67,000	
■ JUBILEE WEST, INC. Oakland, California <i>For general support</i>	75,000		25,000	50,000
■ LOCAL INITIATIVES SUPPORT CORPORATION New York, New York <i>For general support of the national office and the California office</i>	450,000		150,000	300,000

■ Grants newly authorized in 1988 (column 1 above) are highlighted by blue boxes.

<b>Regional Grants: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
MISSION HOUSING DEVELOPMENT CORPORATION San Francisco, California <i>For general support (Awarded in 1986 for \$200,000)</i>		178,000	44,000	134,000
■ NATIONAL CONGRESS FOR COMMUNITY ECONOMIC DEVELOPMENT Washington, D.C. <i>For general support</i>	40,000		20,000	20,000
NATIONAL ECONOMIC DEVELOPMENT AND LAW CENTER Berkeley, California				
■ <i>For support of the Bay Area Regional Economic Development Project</i>	47,500		47,500	
■ <i>For general support of the California Community Economic Development Association</i>	75,000		45,000	30,000
■ NORTH OF MARKET PLANNING COALITION San Francisco, California <i>For general support</i>	90,000		40,000	50,000
OAKLAND BUSINESS DEVELOPMENT CORPORATION Oakland, California <i>For general support (Awarded in 1987 for \$150,000)</i>		100,000	50,000	50,000
REALITY HOUSE WEST San Francisco, California <i>For general support (Awarded in 1987 for \$150,000)</i>		100,000	50,000	50,000
■ SAN FRANCISCO DEVELOPMENT FUND San Francisco, California <i>For general support</i>	20,000			20,000
SAN JOSE DEVELOPMENT CORPORATION San Jose, California <i>For general support (Awarded in 1986 for \$215,000)</i>		70,000	70,000	
■ SOUTH BERKELEY NEIGHBORHOOD DEVELOPMENT CORPORATION Berkeley, California <i>For general support</i>	100,000		50,000	50,000

<b>Regional Grants: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
<i>Youth Employment</i>				
■ UNIVERSITY OF CALIFORNIA, BERKELEY, POLICY ANALYSIS FOR CALIFORNIA EDUCATION (PACE) Berkeley, California <i>For a follow-up evaluation of the California            Partnership Academies</i>	70,000			70,000
■ CHINATOWN-NORTH BEACH YOUTH SERVICE AND COORDINATING CENTER San Francisco, California <i>For the Works in Progress program</i>	50,000		25,000	25,000
COMMUNITY FOUNDATION OF SANTA CLARA COUNTY / SAN JOSE CONSERVATION CORPS San Jose, California <i>For general support            (Awarded in 1987 for \$300,000)</i>		200,000		200,000
■ DIRECTIONS San Francisco, California <i>For general support</i>	25,000		25,000	
EAST BAY CONSERVATION CORPS Oakland, California <i>For general support            (Awarded in 1986 for \$200,000)</i>		66,000	66,000	
■ EAST OAKLAND YOUTH DEVELOPMENT CENTER Oakland, California <i>For facilities repairs and staffing</i>	100,000		100,000	
■ EAST PALO ALTO YOUTH DEVELOPMENT CENTER East Palo Alto, California <i>For general support</i>	25,000		25,000	
■ ENTERPRISE FOR HIGH SCHOOL STUDENTS San Francisco, California <i>For support of remodeling costs for facilities            expansion</i>	25,000		25,000	



Regional Grants: Organizations (by Category)	Grants Authorized 1988	Unpaid Grants 12/31/87	Payments Made 1988	Unpaid Grants 12/31/88
MANPOWER DEMONSTRATION RESEARCH CORPORATION New York, New York <i>For support of JOBSTART, a national youth employment program (Awarded in 1985 for \$400,000)</i>		100,000	100,000	
■ NATIONAL ASSOCIATION OF SERVICE AND CONSERVATION CORPS Washington, D.C. <i>For general support</i>	150,000		75,000	75,000
■ NEW WAYS TO WORK San Francisco, California <i>For the assessment, improvement, and replication of the Youth Labor Pool demonstration project</i>	72,000		36,000	36,000
OAKLAND YOUTHWORKS Oakland, California <i>For general support (Awarded in 1986 for \$150,000)</i>		50,000	50,000	
OPPORTUNITIES INDUSTRIALIZATION CENTER WEST Menlo Park, California <i>For general support of the typesetting program (Awarded in 1987 for \$150,000)</i>		100,000	50,000	50,000
■ PUBLIC/PRIVATE VENTURES Philadelphia, Pennsylvania <i>For general support and for the planning phase of the Urban Corps Expansion Project</i>	250,000		175,000	75,000
■ SAN FRANCISCO RENAISSANCE San Francisco, California <i>For general support</i>	85,000		50,000	35,000
SAN JOSE STATE UNIVERSITY, SCHOOL OF EDUCATION San Jose, California <i>For the Remedial Education and Academic Development for Survival (READS) project (Awarded in 1985 for \$70,000)</i>		22,000	22,000	
■ SAN JOSE STATE UNIVERSITY FOUNDATION, DEPARTMENT OF SPECIAL EDUCATION San Jose, California <i>For the READS project</i>	24,000		24,000	

<b>Regional Grants: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
■ STANFORD MID-PENINSULA URBAN COALITION Stanford, California <i>For technical assistance to the California            Partnership Academies</i>	50,000		35,000	15,000
■ TRI CITY ECONOMIC DEVELOPMENT CORPORATION Union City, California <i>For a community recycling center expansion            project</i>	75,000		38,000	37,000
■ VALLEY VOLUNTEER CENTER Pleasanton, California <i>For the Career-Links and Transitions            programs</i>	40,000		25,000	15,000
<i>Homelessness</i>				
ASSOCIATION OF BAY AREA GOVERNMENTS Oakland, California				
■ <i>For the Regional Support Center for            Homelessness Policy and Programs</i>	250,000		150,000	100,000
■ <i>For a feasibility study for a Regional Support            Center for Homelessness Programs</i>	25,000		25,000	
■ BAR ASSOCIATION OF SAN FRANCISCO, VOLUNTEER LEGAL SERVICES PROGRAM San Francisco, California <i>For a legal services program to assist the            homeless</i>	75,000		38,000	37,000
■ CHRONICLE SEASON OF SHARING FUND San Francisco, California <i>For the 1988 campaign</i>	15,000		15,000	
■ EDEN COUNCIL FOR HOPE AND OPPORTUNITY Hayward, California <i>For the rental deposit guarantee programs in            the Bay Area</i>	16,000		16,000	

Regional Grants: Organizations (by Category)	Grants Authorized 1988	Unpaid Grants 12/31/87	Payments Made 1988	Unpaid Grants 12/31/88	
<ul style="list-style-type: none"> <li>■ LOCAL INITIATIVES SUPPORT CORPORATION San Francisco, California <i>For market research</i></li> </ul>	2,000		2,000		
<ul style="list-style-type: none"> <li>■ LOW INCOME HOUSING FUND San Francisco, California <i>For the Special Needs Housing Project</i></li> </ul>	75,000		38,000	37,000	
<ul style="list-style-type: none"> <li>■ NORTHERN CALIFORNIA GRANTMAKERS TASK FORCE ON HOMELESSNESS San Francisco, California <i>For general support</i></li> </ul>	150,000		150,000		
<i>Community Foundation Endowments</i>					
COMMUNITY FOUNDATION FOR MONTEREY COUNTY Salinas, California <i>To increase endowment and grantmaking capacity (matching grant)            (Awarded in 1987 for \$500,000)</i>			382,000	208,000	174,000
COMMUNITY FOUNDATION OF SANTA CLARA COUNTY San Jose, California <i>To increase endowment and grantmaking capacity (matching grant)            (Awarded in 1987 for \$500,000)</i>			171,000	171,000	
EAST BAY COMMUNITY FOUNDATION Oakland, California <i>To increase endowment and grantmaking capacity (matching grant)            (Awarded in 1987 for \$500,000)</i>			392,000	102,000	290,000
<ul style="list-style-type: none"> <li>■ <i>To support Phase I of the East Bay Funders coalition</i></li> </ul>	5,000		5,000		
GREATER SANTA CRUZ COUNTY COMMUNITY FOUNDATION Capitola, California <i>To increase endowment and grantmaking capacity (matching grant)            (Awarded in 1986 for \$500,000)</i>			155,000	155,000	

<b>Regional Grants: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
<b>PENINSULA COMMUNITY FOUNDATION</b>				
Burlingame, California				
<i>To increase endowment and grantmaking capacity (matching grant)</i>				
<i>(Awarded in 1986 for \$500,000)</i>				
		163,000	163,000	
<hr/>				
<i>Selected Human Services</i>				
■ <b>ADELANTE</b>				
Berkeley, California				
<i>To assist with the cost of relocation to a new building</i>				
	25,000		25,000	
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■ <b>CHILDREN NOW</b>				
Oakland, California				
<i>For general support</i>				
	25,000		25,000	
<hr/>				
<b>COLEMAN ADVOCATES FOR CHILDREN AND YOUTH</b>				
San Francisco, California				
<i>For general support</i>				
<i>(Awarded in 1986 for \$100,000)</i>				
		33,000	33,000	
<hr/>				
■ <b>EAST PALO ALTO COMMUNITY LAW PROJECT</b>				
East Palo Alto, California				
<i>For the school-based mediation program</i>				
	25,000		25,000	
<hr/>				
■ <b>EAST PALO ALTO YOUTH DEVELOPMENT CENTER</b>				
East Palo Alto, California				
<i>For general support</i>				
	300,000		100,000	200,000
<hr/>				
<b>HERBERT HOOVER BOYS' AND GIRLS' CLUB</b>				
Menlo Park, California				
<i>For general support and capital needs of the new Redwood City Clubhouse</i>				
<i>(Awarded in 1987 for \$140,000)</i>				
		60,000	30,000	30,000
<hr/>				
<b>NORTHERN CALIFORNIA GRANTMAKERS</b>				
San Francisco, California				
■ <i>For general support of the Summer Youth Project</i>	10,000		10,000	
■ <i>For general support of the Task Force on Legalization of Immigrants</i>	12,500		12,500	

<b>Regional Grants: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
■ PENINSULA COMMUNITY FOUNDATION, CONSORTIUM FOR YOUNG WOMEN Burlingame, California <i>For the East Palo Alto Girls' Project            Consortium</i>	25,000		25,000	
URBAN STRATEGIES COUNCIL Oakland, California <i>For general support            (Awarded in 1987 for \$400,000)</i>		266,000		266,000
■ YWCA OF SAN FRANCISCO San Francisco, California <i>For support of teen girl services at YWCA            San Mateo County Center</i>	12,000		12,000	
<i>Minority Leadership Development</i>				
CALIFORNIA TOMORROW San Francisco, California <i>For general support            (Awarded in 1987 for \$150,000)</i>		75,000	75,000	
■ CORO FOUNDATION San Francisco, California <i>For general support of the Oakland leadership            training program</i>	110,000		50,000	60,000
■ TIDES FOUNDATION, CALIFORNIA LEADERSHIP Santa Clara, California <i>For general support</i>	25,000		25,000	
<i>Other</i>				
■ JUNIOR LEAGUE OF SAN JOSE, INC., GRANTSMANSHIP RESOURCE CENTER San Jose, California <i>For general support</i>	24,000		24,000	
■ OPERATION CIVIC SERVE San Francisco, California <i>For general support</i>	120,000		70,000	50,000

Regional Grants: Organizations (by Category)	Grants Authorized 1988	Unpaid Grants 12/31/87	Payments Made 1988	Unpaid Grants 12/31/88
<ul style="list-style-type: none"> <li>■ UNIVERSITY OF SAN FRANCISCO, INSTITUTE FOR NONPROFIT ORGANIZATION MANAGEMENT San Francisco, California <i>For general support of the Parents of Success program</i></li> </ul>	100,000		50,000	50,000
STANFORD UNIVERSITY Stanford, California <i>For general support of the Public Service Center (Awarded in 1986 for \$200,000)</i>		66,000	66,000	
<ul style="list-style-type: none"> <li>■ <i>For support of a study of fundraising tactics</i></li> </ul>	3,200		3,200	
SUPPORT CENTER/CTD San Francisco, California <i>For management assistance to Bay Area nonprofit organizations (Awarded in 1987 for \$25,000)</i>		12,500	12,500	
<ul style="list-style-type: none"> <li>■ WESLEYAN UNIVERSITY Middletown, Connecticut <i>For general support of Access, a nonprofit job opportunities program for college students in the Bay Area</i></li> </ul>	25,000		25,000	
<b>TOTAL REGIONAL</b>	<b>\$3,765,200</b>	<b>\$2,958,500</b>	<b>\$3,808,700</b>	<b>\$2,915,000</b>

## Special Projects

Special Projects: Organizations (by Category)	Grants Authorized 1988	Unpaid Grants 12/31/87	Payments Made 1988	Unpaid Grants 12/31/88
<i>Public Policy</i>				
ASPEN INSTITUTE FOR HUMANISTIC STUDIES Washington, D.C. <i>For general support of the Inter-American            Dialogue            (Awarded in 1985 for \$225,000)</i>		\$75,000	\$75,000	
BROOKINGS INSTITUTION Washington, D.C. <i>For general support            (Awarded in 1985 for \$1,000,000)</i>		400,000	200,000	200,000
UNIVERSITY OF CALIFORNIA, LOS ANGELES, CHICANO STUDIES RESEARCH CENTER Los Angeles, California				
■ <i>For support of the Center's project entitled            "Latino Identity and California Society"</i>	600,000		200,000	400,000
■ <i>To plan a survey on Hispanics in California</i>	25,000		25,000	
CLAREMONT UNIVERSITY CENTER, TOMAS RIVERA CENTER Claremont, California <i>For general support            (Awarded in 1986 for \$300,000)</i>		100,000	100,000	
■ INSTITUTE FOR INTERNATIONAL ECONOMICS Washington, D.C. <i>For general support</i>	450,000			450,000

- Grants newly authorized in 1988 (column 1 above) are highlighted by blue boxes.

<b>Special Projects: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
<b>JOINT CENTER FOR POLITICAL STUDIES</b> Washington, D.C. <i>For general support</i> <i>(Awarded in 1986 for \$375,000)</i>		125,000	125,000	
<b>NATIONAL ACADEMY OF PUBLIC ADMINISTRATION</b> Washington, D.C. <i>For general support</i> <i>(Awarded in 1987 for \$275,000)</i>		183,000	92,000	91,000
<b>OVERSEAS DEVELOPMENT COUNCIL</b> Washington, D.C. <i>For general support</i>	600,000		150,000	450,000
<b>OVERSEAS DEVELOPMENT NETWORK</b> Palo Alto, California <i>For "GLOBAL OBJECTIVES '88: Toward Mutual Survival"</i>	25,000		25,000	
<b>ROOSEVELT CENTER FOR AMERICAN POLICY STUDIES</b> Washington, D.C. <i>For general support</i>	300,000			300,000
<b>UNIVERSITY OF SOUTHERN CALIFORNIA, SCHOOL OF PUBLIC ADMINISTRATION</b> Sacramento, California <i>For the California Policy Choices program</i>	310,000		85,000	225,000
<b>STANFORD UNIVERSITY, CENTER FOR ECONOMIC POLICY RESEARCH</b> Stanford, California <i>For general support</i> <i>(Awarded in 1987 for \$375,000)</i>		225,000	125,000	100,000
<b>TRILATERAL COMMISSION</b> New York, New York <i>For general support</i> <i>(Awarded in 1986 for \$175,000)</i>		117,000	58,000	59,000
<b>URBAN INSTITUTE</b> Washington, D.C. <i>For general support</i> <i>(Awarded in 1987 for \$1,000,000)</i>		800,000	200,000	600,000



Special Projects: Organizations (by Category)	Grants Authorized 1988	Unpaid Grants 12/31/87	Payments Made 1988	Unpaid Grants 12/31/88
<i>Nonprofit Service Organizations</i>				
ASSOCIATION OF GOVERNING BOARDS OF UNIVERSITIES AND COLLEGES Washington, D.C.				
<i>To establish a Center for Nonprofit Directorship (Awarded in 1987 for \$150,000)</i>				
		100,000	50,000	50,000
FOUNDATION CENTER New York, New York				
<i>For general support, including support for the San Francisco office (Awarded in 1985 for \$90,000)</i>				
		30,000	30,000	
■ <i>For the endowment portion of the Major Gifts campaign and for general support</i>	500,000		500,000	
<i>Prosocial Development</i>				
DEVELOPMENTAL STUDIES CENTER San Ramon, California				
<i>For foundation-related expenses (Awarded in 1980 for \$93,000)</i>				
		18,168	4,083	14,085
<i>For the Child Development Project (Awarded in 1987 for \$1,364,000)</i>				
		682,180	682,180	
■ <i>For general support of the Child Development Project</i>	1,414,000		707,000	707,000
<i>Arms Control/National Security</i>				
UNIVERSITY OF CALIFORNIA, LOS ANGELES, CENTER FOR INTERNATIONAL AND STRATEGIC STUDIES Los Angeles, California				
<i>For general support (Awarded in 1985 for \$400,000)</i>				
		200,000	100,000	100,000
■ CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES Washington, D.C.				
<i>For general support</i>	450,000		150,000	300,000
■ CORNELL UNIVERSITY Ithaca, New York				
<i>For the Peace Studies Program project on European Security in the 1990s</i>	25,000		25,000	

Special Projects: Organizations (by Category)	Grants Authorized 1988	Unpaid Grants 12/31/87	Payments Made 1988	Unpaid Grants 12/31/88
■ HARVARD UNIVERSITY, CENTER FOR SCIENCE AND INTERNATIONAL AFFAIRS Cambridge, Massachusetts <i>For general support</i>	300,000		100,000	200,000
■ INTERNATIONAL INSTITUTE FOR STRATEGIC STUDIES London, England <i>For general support</i>	450,000			450,000
MASSACHUSETTS INSTITUTE OF TECHNOLOGY, ARMS CONTROL AND DEFENSE POLICY PROGRAM Cambridge, Massachusetts <i>For general support</i> <i>(Awarded in 1985 for \$800,000)</i>		400,000	200,000	200,000
STANFORD UNIVERSITY, CENTER FOR INTERNATIONAL SECURITY AND ARMS CONTROL Stanford, California <i>For general support</i> <i>(Awarded in 1987 for \$800,000)</i>		600,000		600,000
<i>Literacy</i>				
■ LITERACY VOLUNTEERS OF AMERICA- CALIFORNIA Berkeley, California <i>For general support of the California office</i>	25,000		25,000	
■ SOUTHPORT INSTITUTE FOR POLICY ANALYSIS Southport, Connecticut <i>For the literacy project</i>	25,000		25,000	
<i>Other</i>				
ACADEMY FOR STATE AND LOCAL GOVERNMENT, ELECTION CENTER Washington, D.C. <i>For general support</i> <i>(Awarded in 1987 for \$100,000)</i>		40,000	30,000	10,000
■ CENTER FOR RESPONSIVE GOVERNMENT, CALIFORNIA COMMISSION ON CAMPAIGN FINANCING Los Angeles, California <i>For general support</i>	150,000		150,000	

<b>Special Projects: Organizations (by Category)</b>	<b>Grants Authorized 1988</b>	<b>Unpaid Grants 12/31/87</b>	<b>Payments Made 1988</b>	<b>Unpaid Grants 12/31/88</b>
■ CHILDREN'S DISCOVERY MUSEUM OF SAN JOSE San Jose, California <i>For the capital campaign (matching grant)</i>	250,000		250,000	
■ EXPLORATORIUM San Francisco, California <i>For partial support of planning efforts for a            capital campaign</i>	500,000		242,000	258,000
■ FINE ARTS MUSEUMS OF SAN FRANCISCO San Francisco, California <i>For general support</i>	250,000		250,000	
HARVARD UNIVERSITY Cambridge, Massachusetts <i>For the permanent endowment fund campaign            of Phillips Brooks House Association            (matching grant)            (Awarded in 1985 for \$50,000)</i>		50,000	50,000	
■ MENLO-ATHERTON HIGH SCHOOL Atherton, California <i>For the KCEA-FM antenna project</i>	25,000		25,000	
■ NATIONAL JAPANESE AMERICAN HISTORICAL SOCIETY San Francisco, California <i>For an exhibit on the Japanese American            internment</i>	25,000		25,000	
■ NATIONAL PUBLIC RADIO Washington, D.C. <i>For general support</i>	150,000		50,000	100,000
■ NORTHERN CALIFORNIA GRANTMAKERS, HISTORY OF BAY AREA PHILANTHROPY PROJECT San Francisco, California <i>For general support of the project</i>	7,500		2,500	5,000
RESEARCH CORPORATION Tucson, Arizona <i>For support of research grants in science for            liberal arts college faculty            (Awarded in 1986 for \$300,000)</i>		100,000	100,000	

Special Projects: Organizations (by Category)	Grants Authorized 1988	Unpaid Grants 12/31/87	Payments Made 1988	Unpaid Grants 12/31/88
■ STANFORD UNIVERSITY, STANFORD HUMANITIES CENTER Stanford, California <i>For a study entitled "Talking Terrorism: Ideologies and Paradigms in a Post-Modern World"</i>	9,000		9,000	
VOLUNTEER Arlington, Virginia <i>For general support (Awarded in 1987 for \$200,000)</i>		160,000	40,000	120,000
■ YALE UNIVERSITY, INSTITUTION FOR SOCIAL AND POLICY STUDIES New Haven, Connecticut <i>For general support of the Program on Non-Profit Organizations</i>	25,000		25,000	
<b>TOTAL SPECIAL PROJECTS</b>	<b>\$6,890,500</b>	<b>\$4,405,348</b>	<b>\$5,306,763</b>	<b>\$5,989,085</b>
<hr/>				
SUBTOTAL: 1988 GROSS AUTHORIZATIONS AND PAYMENTS	\$33,853,344		\$31,932,407	
<i>Less Cancellations</i>	(169,500)			
<i>Less Refunds</i>	(6,985)		(6,985)	
<b>GRAND TOTAL: ALL PROGRAM AREAS</b>	<b>\$33,676,859</b>	<b>\$38,819,288</b>	<b>\$31,925,422</b>	<b>\$40,570,725</b>

# Advice to Applicants

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

Letters of application will be briefly acknowledged upon their receipt. But because the Foundation prefers to operate with a small staff, a more detailed response 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 following schedule, it will make every effort to do so.

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

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

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

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

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 ceases.
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.

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

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*Advice to  
Applicants*

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

# Financial Statements

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## THE WILLIAM AND FLORA HEWLETT FOUNDATION

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### Balance Sheet

	December 31	
	1988	1987
<i>ASSETS</i>		
Investment assets at market value:		
Hewlett-Packard Company common stock	\$350,917,000	\$410,662,000
Other equities	44,062,000	22,567,000
Fixed income securities	222,871,000	219,849,000
Money market fund	170,000	3,309,000
Receivables for interest, dividends and pending security transactions	3,529,000	4,521,000
	<u>621,549,000</u>	<u>660,908,000</u>
Cash	34,000	84,000
Office equipment and other assets	459,000	193,000
	<u>\$622,042,000</u>	<u>\$661,185,000</u>
 <i>LIABILITIES AND FOUNDATION PRINCIPAL</i>		
Accounts payable, federal excise tax payable and accrued liabilities	\$ 233,000	\$ 281,000
Grants payable	40,571,000	38,819,000
Deferred federal excise tax	5,004,000	5,628,000
	<u>45,808,000</u>	<u>44,728,000</u>
Foundation principal	<u>576,234,000</u>	<u>616,457,000</u>
	<u>\$622,042,000</u>	<u>\$661,185,000</u>

See accompanying notes to financial statements on pp. 86-87.



*Statement of Income, Expenses, and  
Changes in Foundation Principal*

	<b>Year Ended December 31</b>	
	<b>1988</b>	<b>1987</b>
Revenue:		
Interest	\$ 20,661,000	\$ 20,665,000
Dividends	3,232,000	2,020,000
	<u>23,893,000</u>	<u>22,685,000</u>
Expenses:		
Administrative expenses	1,820,000	1,783,000
Investment management expenses	680,000	513,000
	<u>2,500,000</u>	<u>2,296,000</u>
Excess of revenue over expenses	21,393,000	20,389,000
Realized gain on sale of investments	20,765,000	44,708,000
Unrealized (decrease) increase in market value of investments	(48,861,000)	64,267,000
Federal excise tax credit (expense) on investment income	157,000	(1,037,000)
	<u>(6,546,000)</u>	<u>128,327,000</u>
Grants authorized	<u>(33,677,000)</u>	<u>(33,544,000)</u>
Excess of income over expenses for the year	(40,223,000)	94,783,000
Foundation principal at beginning of year	<u>616,457,000</u>	<u>521,674,000</u>
Foundation principal at end of year	<u>\$576,234,000</u>	<u>\$616,457,000</u>

See accompanying notes to financial statements on pp. 86-87.

*Statement of Changes in  
Financial Position*

	<b>Year Ended December 31</b>	
	<b>1988</b>	<b>1987</b>
<i>SOURCES OF CASH</i>		
Excess of revenue over expenses	\$21,393,000	\$20,389,000
Net liquidation of securities, including gain thereon	11,262,000	12,470,000
Other	73,000	163,000
	<u>32,728,000</u>	<u>33,022,000</u>
<i>USES OF CASH</i>		
Payments on grants	\$31,925,000	\$32,236,000
Payment of federal excise tax on income	499,000	1,272,000
Capital asset additions	354,000	
	<u>32,778,000</u>	<u>33,508,000</u>
(Decrease) in cash	<u>\$ (50,000)</u>	<u>\$ (486,000)</u>

See accompanying notes to financial statements on pp. 86-87.

*Notes to Financial Statements*  
*December 31, 1988 and 1987*

NOTE 1

*Investments*

Investments are carried at market value. The unrealized increase (decrease) in the market value of investments held at year end is determined by using market values at the beginning and end of the year. Realized gains (losses) on sales of investments are determined based on cost.

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

	<u>1988</u>	<u>1987</u>
Hewlett-Packard Company common stock	\$115,019,000	\$123,047,000
All other	<u>272,176,000</u>	<u>254,646,000</u>
	<u>\$387,195,000</u>	<u>\$377,693,000</u>

The Foundation held 6,590,000 shares of Hewlett-Packard Company stock (approximately 2.8% of that Company's total outstanding shares) with a market price of \$53.25 per share at December 31, 1988. At December 31, 1987, the Foundation held 7,050,000 shares with a market price of \$58.25 per share.

The fixed income portfolio at December 31, 1988 consisted primarily of U.S. Government and government agencies securities.

NOTE 2

*Grants Payable*

Grant requests are recorded as grants payable when they are approved by the Board of Directors. Some of the grants are payable in installments, generally over a three-year period. Grants authorized but unpaid at December 31, 1988 are payable as follows:

<u>Year Payable</u>	<u>Amount</u>
1989	\$23,544,000
1990	13,766,000
1991 and thereafter	<u>3,261,000</u>
	<u>\$40,571,000</u>

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

NOTE 3

*Federal Excise Tax*

The Foundation qualifies as a tax-exempt organization under Section 501(c)(3) of the Internal Revenue Code. However, the Foundation is classified as a private foundation and is subject to a federal excise tax on net investment income. Foundations may reduce their federal excise tax rate from 2% to 1% by exceeding a certain payout target for the year. The Foundation's payout was sufficient in both 1988 and 1987 to qualify for the reduced tax rate.

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

The provisions for federal excise tax were as follows:

	<u>1988</u>	<u>1987</u>
Current	\$ 468,000	\$ 738,000
Deferred	<u>(625,000)</u>	<u>299,000</u>
	<u>\$ (157,000)</u>	<u>\$1,037,000</u>

**REPORT OF INDEPENDENT ACCOUNTANTS**

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

MARCH 2, 1989

In our opinion, the accompanying balance sheet and the related statements of income, expenses and changes in Foundation principal and of changes in financial position present fairly in all material respects, the financial position of The William and Flora Hewlett Foundation (the Foundation) at December 31, 1988 and 1987, and the results of its operations and its changes in financial position for the years then ended, in conformity with generally accepted accounting principles. These financial statements are the responsibility of the Foundation's management; our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit of these statements in accordance with generally accepted auditing standards which require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for the opinion expressed above.

555 CALIFORNIA STREET  
SAN FRANCISCO, CA 94104



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