

*The William  
& Flora  
Hewlett  
Foundation*

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1994

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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**T**he Hewlett Foundation, incorporated as a private foundation in the State of California in 1966, was established by the Palo Alto industrialist William R. Hewlett, his late wife, Flora Lamson Hewlett, and their eldest son, Walter B. Hewlett. The Foundation's broad purpose, as stated in the articles of incorporation, is to promote the well-being of mankind by supporting selected activities of a charitable, religious, scientific, literary, or educational nature, as well as organizations or institutions engaged in such activities.

The Foundation concentrates its resources on activities in education, performing arts, population, environment, conflict resolution, and family and community development. 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, non-profit 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 year 1994 was an especially notable one for the Hewlett Foundation, as it marked the election of Walter B. Hewlett as chairman of the Board of Directors, succeeding his father, William R. Hewlett, who had held this position since 1966. William Hewlett served as chairman for twenty-eight years with uncommon devotion, vision, insight, and boldness. His was a quiet voice, not intended to dominate but to question, inform, engage, and guide. He was always ready to receive fresh ideas, to challenge old and familiar ones, and to accept the harder rather than the easier road. Unfailingly supportive of the Foundation's purposes and programs, he is respected as one of our nation's most precious treasures by all those privileged to work with him. His continuing service as chairman-emeritus of the Board is a source of ongoing encouragement to us all.

Having founded this institution along with his parents and having served as its vice chairman since 1985, Walter Hewlett has been both schooled and seasoned for his chairmanship. He is fully informed about the Foundation's work, acquainted with the activities of its many grantees, and conversant with the nature and special challenges of philanthropy. He brings a keen, inquiring mind and a committed sense of his own responsibilities to his new post—as well as the unqualified support and regard of his fellow directors and the Foundation staff.

The Foundation also added two new directors in 1994: James C. Gaither, a respected San Francisco attorney and former chairman of the Stanford University Trustees, and Walter E. Massey, currently provost and senior vice president for academic affairs at the University of California and former director of the National Science Foundation. The Hewlett Foundation is fortunate in attracting their services and is grateful for their willingness to join its Board.

For those familiar with the Foundation's work, 1994 signaled a number of changes in several of its programs, as previewed in our 1993 Annual Report. While our philanthropic philosophy and basic grantmaking procedures remained essentially in place, a new focus

was brought to long-established areas of interest, and new areas were charted. For example, children, youth, and families is no longer a discrete program, its subcategories having been absorbed in other grantmaking programs. The education program underwent a major shift in emphasis, with a considerably larger portion of the budget devoted to K-12 reform, primarily in the San Francisco Bay Area. The environment program now concentrates on the American and Canadian West and on environmental issues on the U.S.-Mexico border. Lastly, the former regional grants program, retitled family and community development, continues to respond to requests from organizations based in or near the Bay Area. These changes are reflected in the program descriptions and grant authorizations that follow.

All program areas—whether restructured or essentially unchanged—reflect a commitment to building those organizations that most capably and promisingly pursue their objectives through creative, strategic thinking and effective, economical operations. It is in this respect that the Hewlett Foundation plays a nearly unique role in American philanthropy, focusing as it does on general support grants for those institutions that in our view are most likely to advance the purposes, programs, and projects in which the Foundation is principally interested. The following is a brief overview of our 1994 fiscal year.

- The importance and consequence of our *conflict resolution* program tends to expand as the traditional mediative power of families, churches, neighborhoods, courts, and legislatures continues to wane. Since 1984 the Foundation has invested more than \$25 million in the conflict resolution field and remains the nation's primary catalyst for funding nonprofit ventures in this promising area. Grants favored a range of university research centers and a rich array of practitioner organizations that are revitalizing the field in several ways: by extending professional training; by spearheading grass-roots community action within traditionally underserved populations; by promoting dispute resolu-

tion in areas of health, family, education, communities, and industry; by improving methods of public decisionmaking to avert conflicts; and by extending successful mediation techniques to protagonists in deep-rooted and long-standing conflicts abroad.

- Key *education* grants highlighted the Foundation's ongoing support for schools, colleges, and universities committed to strategic rather than tactical thinking, long-term rather than expedient goals, new ideas, and a willingness to take risks if there is strong reason to believe that constructive change will result. In higher education, grants to eight institutions funded several unique approaches to the challenge of pluralism and unity—building on diversity to achieve common ground—to enable students to become leaders committed to the common good in our multi-ethnic society. Seven research universities received funding to enrich the education of their first- and second-year undergraduates, to invigorate teaching, and to strengthen the coherence and character of the general education curriculum. Elementary and secondary education grants in 1994, centered in the San Francisco Bay Area, emphasized several innovative approaches to school reform, for example, the Child Development Project and the Coalition of Essential Schools.
- Since 1982, when the Foundation's program in *U.S.-Mexico relations* was established, the Board has authorized grants of some \$19.5 million to forty university and other policy research centers in Mexico and the United States involved in the collaborative study of bilateral issues of shared importance. With the initiation of discussions leading up to the enactment of the North American Free Trade Agreement on January 1, 1994, several Foundation-funded programs have added a Canadian element, looking beyond the traditional bilateral relationship to examine such issues as the possible emergence of some form of North American community. The Foundation's U.S.-Mexico program also encourages efforts by other institutions that are less comprehen-



sive in their study of the relationship, but whose specific projects complement the broader work of the major institutional players in the field. In recent months, major U.S.-Mexico policy centers in both countries have shown strong evidence of flexibility in undertaking programs that reflect the current Mexican financial, political, and institutional crises.

- The Foundation's new emphasis on the American and Canadian West for its *environment* program has resulted in grants to organizations outside the funding focus of our original program. Many of these groups represent the most promising initiatives for environmental protection in the nation. Environmental solutions in the West are much more likely to come not from Congress but from communities closer to the ground and to their own problems. For example, Pacific GIS was funded to design computer technology that will enable local communities to understand better their resource inventory and make intelligent choices calculated to balance development and conservation. In the areas of policy analysis, decisionmaking, and education, the Foundation encourages informed representation and effective citizen involvement in the resolution of environmental problems affecting the West, preferring this approach to courtroom or legislative action whenever possible.
- In its first year, the *family and community development* program sought to improve the capacity of communities to address their own problems, to strengthen the family within those communities, and to reconnect families to neighborhoods and neighborhoods to families. For example, the Foundation's support of the Family Service Agency's Visitation Valley Family Resource Center enables direct services to be provided at the neighborhood level for the express purpose of promoting stronger family units. Leadership development projects at the Center for Third World Organizing and the Mid-Peninsula YWCA exemplify promising joint problem-solving efforts that should improve relationships among and between ethnically diverse communi-

ties. And in the community development area, the Foundation's support of three non-traditional organizations (the Center for Urban Life, United Indian Nations, and the Peninsula Conservation Foundation's East Palo Alto Historical and Agricultural Society) underscores our interest in building communities from the ground up through unusual, but innovative and promising, institutions that emphasize resident involvement and responsibility.

- As one of the only sources of unrestricted general operating funds for many *performing arts* organizations throughout the greater San Francisco Bay Area, the Foundation supports professional performing programs as well as presenting agencies, arts councils, and organizations servicing the arts. Newly funded groups represent a spectrum of activity and collectively illustrate our interest in assisting companies with a record of artistic achievement and audience support; in promoting the development of new work; in extending our reach to talented youth and artistically underserved communities; and in providing technical and financial assistance to nonprofit arts organizations. El Teatro de la Esperanza, one of the oldest Chicano theater companies in the United States, is also one of our newest grant recipients and is widely respected for its multi-varied work. In addition to touring its children's program to public schools, El Teatro works with Latino playwrights to develop new work in its writing lab and, in collaboration with several other arts organizations, cosponsors the annual Festival Latino to showcase these works and works-in-progress.
- *Population* grants in 1994 continued the Foundation's assistance to organizations that provide training, technical assistance, and support for international family planning. Lesser, but still substantial, amounts of program support were provided for research and training at population centers in the United States and Brazil, Thailand, and Costa Rica. Finally, education of policymakers concerning population dynamics and the importance of population issues was the objective of a series of new grants to U.S. institutions.

(It should be noted that J. Joseph Speidel, M.D., joined the Foundation staff as program officer for population in early 1995. Dr. Speidel has many years of experience in the field, most recently as president of Population Action International. Informed by Dr. Speidel's and my recommendations, the Board approved significant changes in the population program for the 1995 fiscal year, which will be reflected in the Foundation's 1995 Annual Report.)

Recognizing the value of comprehensive approaches to our areas of interest, the Foundation created a new category of funding in 1994: interprogram initiatives. These projects are intended to capture common points of concern among and between our several programmatic interests, thereby enhancing and otherwise enlarging our targets of support. Examples of grants in this area are California Lawyers for the Arts, a collaboration of the conflict resolution and performing arts programs, and the Materials for the Future Foundation, a collaboration of the environment and family and community development programs.

DAVID PIERPONT GARDNER

# *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 are a major concern. Accordingly, the Foundation intends to assist efforts to strengthen their financial base and increase their efficiency.*

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

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

# Conflict Resolution

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The Foundation has long been interested in encouraging improvements in the ways that conflict is mediated in society. The conflict resolution program was established in 1984 to support work across disciplines and in a wide variety of settings. The Foundation favors general support grants that build the institutional capacity of promising conflict resolution organizations. The Foundation does not generally provide funding for specific research, nor is support typically given for start-up efforts. In some cases, project-specific activities may receive support if there is evidence of likely impact on the field at large. Grants are made in five categories.

The first is 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 the improvement of conflict 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 of conflict resolution methods, the achievement of greater organizational maturity, the evaluation of program effectiveness, and numerous other efforts to enhance the overall impact of practitioner organizations on the field and on the larger communities in which they work. Starting in 1995, candidates must demonstrate either (1) the capacity to deliver services to communities of color or other constituencies that have historically been underserved by the conflict resolution field; or (2) the capacity to leverage federal or state policy initiatives to advance conflict resolution concepts to a wide audience.

In the third category, *promotion of the field*, the Foundation supports 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

The fourth category, *consensus building, public participation, and policymaking*, supports efforts at policymaking reform and large-scale conflict prevention that anticipate and pre-empt clashes among stakeholders. Recognizing that the origins of conflict can often be traced to defects in methods of communication and participation in policymaking, the Foundation assists organizations that demonstrate means of improving the processes of decisionmaking on issues of major public importance. The Foundation's interest is primarily focused on facilitating and convening organizations that are exploring new ways of approaching contentious public policy issues more effectively by collaborative action that protects the legitimate interests of all involved parties.

Finally, the Foundation supports a limited number of organizations that are working on the international application of conflict resolution techniques and the development of practice-relevant theory related to ethnic, ideological, religious, racial, and other intergroup conflict around the world. Applicants to the *international conflict resolution* component are expected to show significant ground-level involvement with conflicts having international ramifications.

Applications to the Foundation in these categories are considered according to the following timetable:

	<u>Application Submitted by:</u>	<u>Application Reviewed in:</u>
Theory Development	January 1	April
Practitioner Organizations	October 1	January
Promotion of the Field	July 1	October
Consensus Building, Public Participation, and Policymaking	July 1	October
International Conflict Resolution	January 1	April

<b>Conflict Resolution: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<i>Theory Development</i>				
■ <b>AMERICAN ARBITRATION ASSOCIATION</b> New York, New York <i>For a scholarly volume on emerging issues in dispute resolution</i>	\$10,000		\$10,000	
■ <b>UNIVERSITY OF CALIFORNIA, LOS ANGELES</b> Los Angeles, California <i>For general support of the Center for Study and Resolution of Interracial/Interethnic Conflict</i>	175,000		85,000	90,000
■ <b>CITY UNIVERSITY OF NEW YORK, JOHN JAY COLLEGE OF CRIMINAL JUSTICE</b> New York, New York <i>For general support of the Dispute Resolution Consortium</i>	200,000		100,000	100,000
<b>UNIVERSITY OF COLORADO, BOULDER</b> Boulder, Colorado <i>For general support of the Conflict Research Consortium (Awarded in 1992 for \$210,000)</i>		60,000	60,000	
<b>GEORGE MASON UNIVERSITY</b> Fairfax, Virginia <i>For general support of the Institute for Conflict Analysis and Resolution (Awarded in 1993 for \$270,000)</i>		180,000		180,000
■ <b>GEORGIA TECH RESEARCH CORPORATION</b> Atlanta, Georgia <i>For general support of the Consortium on Negotiation and Conflict Resolution</i>	200,000			200,000
<b>UNIVERSITY OF HAWAII</b> Honolulu, Hawaii <i>For general support of the Program on Conflict Resolution (Awarded in 1993 for \$100,000)</i>		50,000		50,000
■ <b>UNIVERSITY OF MICHIGAN</b> Ann Arbor, Michigan <i>For general support of the Program on Conflict Management Alternatives</i>	125,000		65,000	60,000
■ <b>UNIVERSITY OF MINNESOTA</b> Minneapolis, Minnesota <i>For general support of the Conflict and Change Center</i>	125,000		55,000	70,000

■ Grants newly authorized in 1994 are highlighted by square boxes.



<b>Conflict Resolution: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>NORTHWESTERN UNIVERSITY, KELLOGG GRADUATE SCHOOL OF MANAGEMENT</b> Evanston, Illinois <i>For general support of the Dispute Resolution Research Center (Awarded in 1993 for \$200,000)</i>		100,000	100,000	
<b>OHIO STATE UNIVERSITY</b> Columbus, Ohio <i>For general support of the Consortium for Dispute Resolution (Awarded in 1992 for \$200,000)</i>		100,000	100,000	
■ <i>For general support of the Mershon Center</i>	200,000		100,000	100,000
<b>PENNSYLVANIA STATE UNIVERSITY</b> University Park, Pennsylvania <i>For general support of the Center for Research in Conflict and Negotiation (Awarded in 1993 for \$180,000)</i>		180,000	130,000	50,000
<b>RUTGERS-STATE UNIVERSITY OF NEW JERSEY</b> Newark, New Jersey <i>For general support of the Center for Negotiation and Conflict Resolution (Awarded in 1992 for \$210,000)</i>		140,000	70,000	70,000
<b>STANFORD UNIVERSITY</b> Stanford, California <i>For general support of the Center on Conflict and Negotiation (Awarded in 1992 for \$300,000)</i>		200,000	100,000	100,000
<b>SYRACUSE UNIVERSITY, MAXWELL SCHOOL OF CITIZENSHIP AND PUBLIC AFFAIRS</b> Syracuse, New York <i>For general support of the Program on the Analysis and Resolution of Conflicts (Awarded in 1993 for \$150,000)</i>		60,000		60,000
<b>WAYNE STATE UNIVERSITY, SCHOOL OF BUSINESS ADMINISTRATION</b> Detroit, Michigan <i>For general support of the Program on Mediating Theory and Democratic Systems (Awarded in 1993 for \$270,000)</i>		270,000	190,000	80,000
■ <b>UNIVERSITY OF WISCONSIN, MADISON, INSTITUTE FOR LEGAL STUDIES</b> Madison, Wisconsin <i>For general support of the Disputes Processing Research Program</i>	180,000		60,000	120,000

Conflict Resolution: Organizations (by Category)	Grants Authorized 1994	Unpaid Grants 12/31/93	Payments Made 1994	Unpaid Grants 12/31/94
<i>Practitioner Organizations</i>				
■ ASIAN PACIFIC AMERICAN DISPUTE RESOLUTION CENTER Los Angeles, California <i>For general support</i>	50,000		50,000	
■ BERKELEY DISPUTE RESOLUTION SERVICE Berkeley, California <i>For general support</i>	120,000			120,000
■ CENTER FOR DISPUTE SETTLEMENT Washington, D.C. <i>For the Test Design Project</i>	4,000			4,000
CENTER FOR RESOLUTION OF DISPUTES Cincinnati, Ohio <i>For general support (Awarded in 1993 for \$40,000)</i>		15,000	15,000	
COOPERATIVE SOLUTIONS, INC. Bloomington, Minnesota <i>For general support (Awarded in 1993 for \$100,000)</i>		50,000	50,000	
■ MARTIN LUTHER KING LEGACY ASSOCIATION Los Angeles, California <i>For general support of the Martin Luther King Dispute Resolution Center</i>	100,000		60,000	40,000
■ MASSACHUSETTS ASSOCIATION OF MEDIATION PROGRAMS Boston, Massachusetts <i>For the Diversity Project</i>	25,000			25,000
MINNESOTA CITIZENS COUNCIL ON CRIME AND JUSTICE Minneapolis, Minnesota <i>For general support of the mediation services program (Awarded in 1992 for \$75,000)</i>		25,000	25,000	
■ NATIONAL MULTICULTURAL INSTITUTE Washington, D.C. <i>For the Cross-Cultural Conflict Resolution Training for Community Agencies and Congregations project</i>	35,000			35,000
NEW MEXICO CENTER FOR DISPUTE RESOLUTION Albuquerque, New Mexico <i>For general support (Awarded in 1993 for \$60,000)</i>		40,000	20,000	20,000

<b>Conflict Resolution: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>PENNSYLVANIA ENVIRONMENTAL COUNCIL</b> Philadelphia, Pennsylvania <i>For general support of Penn ACCORD (Awarded in 1993 for \$80,000)</i>		30,000	30,000	
■ <b>SACRAMENTO MEDIATION CENTER</b> Sacramento, California <i>For the Special Education Dispute Resolution project</i>	20,000			20,000
<b>VOLUNTEERS OF AMERICA</b> Everett, Washington <i>For general support of the Dispute Resolution Center of Snohomish County (Awarded in 1992 for \$60,000)</i>		20,000		20,000
■ <b>WESTERN NETWORK</b> Santa Fe, New Mexico <i>To support planning of the Institute of Cross-Cultural Mediation</i>	35,000			35,000
<i>Promotion of the Field</i>				
■ <b>ACADEMY OF FAMILY MEDIATORS</b> Golden Valley, Minnesota <i>For general support</i>	175,000			175,000
<b>ADMINISTRATIVE CONFERENCE OF THE UNITED STATES</b> Washington, D.C. <i>For alternative dispute resolution activities (Awarded in 1991 for \$150,000)</i>		70,000	70,000	
<b>ASSOCIATION OF FAMILY AND CONCILIATION COURTS</b> Madison, Wisconsin <i>For general support (Awarded in 1993 for \$175,000)</i>		95,000		95,000
■ <b>BOSTON UNIVERSITY, SCHOOL OF PUBLIC HEALTH</b> Boston, Massachusetts <i>For general support of the Program for Health Care Negotiation and Conflict Resolution</i>	225,000		75,000	150,000
<b>BOWIE STATE UNIVERSITY</b> Bowie, Maryland <i>For general support of the Center for Alternative Dispute Resolution (Awarded in 1993 for \$45,000)</i>		45,000	45,000	

<b>Conflict Resolution: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>CALIFORNIA FOUNDATION FOR THE IMPROVEMENT OF EMPLOYER-EMPLOYEE RELATIONS</b>				
Sacramento, California				
<i>For general support (Awarded in 1992 for \$100,000)</i>				
		50,000	50,000	
■ <b>CENTER FOR PUBLIC RESOURCES, INC.</b>				
New York, New York				
<i>For the health disputes project</i>				
	175,000		100,000	75,000
<b>COUNCIL OF BETTER BUSINESS BUREAUS</b>				
Arlington, Virginia				
<i>For general support of alternative dispute resolution activities (Awarded in 1992 for \$75,000)</i>				
		35,000	35,000	
<b>CREATIVE RESPONSE TO CONFLICT</b>				
Nyack, New York				
<i>For general support (Awarded in 1993 for \$120,000)</i>				
		120,000	60,000	60,000
<b>EDUCATORS FOR SOCIAL RESPONSIBILITY</b>				
Cambridge, Massachusetts				
<i>For general support (Awarded in 1993 for \$200,000)</i>				
		200,000	100,000	100,000
■ <b>FAMILY MEDIATION CANADA</b>				
Guelph, Ontario, Canada				
<i>For general support</i>				
	70,000			70,000
<b>INDIAN DISPUTE RESOLUTION SERVICES</b>				
Sacramento, California				
<i>For general support (Awarded in 1993 for \$250,000)</i>				
		150,000		150,000
<b>INTERNATIONAL PEACE ACADEMY</b>				
New York, New York				
<i>For general support (Awarded in 1991 for \$250,000)</i>				
		65,000	65,000	
■ <b>UNIVERSITY OF MASSACHUSETTS, AMHERST</b>				
Amherst, Massachusetts				
<i>For general support of the National Association for Mediation in Education</i>				
	250,000			250,000
■ <b>NATIONAL ASSOCIATION FOR COMMUNITY MEDIATION</b>				
Washington, D.C.				
<i>For general support</i>				
	140,000			140,000

<b>Conflict Resolution: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>NATIONAL CONFERENCE ON PEACEMAKING AND CONFLICT RESOLUTION</b> Fairfax, Virginia <i>For general support (Awarded in 1992 for \$80,000)</i>		25,000	25,000	
■ <i>For general support</i>	60,000			60,000
<b>NATIONAL INSTITUTE FOR DISPUTE RESOLUTION</b> Washington, D.C.				
■ <i>For general support</i>	725,000		400,000	325,000
■ <b>THE NETWORK: INTERACTION FOR CONFLICT RESOLUTION</b> Waterloo, Ontario, Canada <i>For general support</i>	150,000		50,000	100,000
<b>SOCIETY OF PROFESSIONALS IN DISPUTE RESOLUTION</b> Washington, D.C. <i>For general support (Awarded in 1992 for \$100,000)</i>		30,000	30,000	
■ <i>For the Commission on Qualifications</i>	50,000		50,000	
<b>TIDES FOUNDATION, INSTITUTE FOR GLOBAL COMMUNICATIONS</b> San Francisco, California <i>For ConflictNet (Awarded in 1993 for \$80,000)</i>		20,000	20,000	

### *Consensus Building, Public Participation, and Policymaking*

■ <b>CONSENSUS BUILDING INSTITUTE</b> Cambridge, Massachusetts <i>For general support</i>	150,000			150,000
■ <b>INTERNATIONAL ASSOCIATION OF PUBLIC PARTICIPATION PRACTITIONERS</b> Portland, Oregon <i>For general support</i>	120,000			120,000
■ <b>NATIONAL CIVIC LEAGUE</b> Denver, Colorado <i>For general support of the Program for Community Problem Solving</i>	150,000		100,000	50,000
■ <b>NORTH DAKOTA CONSENSUS COUNCIL, INC.</b> Bismarck, North Dakota <i>For general support</i>	200,000			200,000

**Conflict Resolution:  
Organizations  
(by Category)**

**Grants  
Authorized  
1994**

**Unpaid  
Grants  
12/31/93**

**Payments  
Made  
1994**

**Unpaid  
Grants  
12/31/94**

*International Conflict Resolution*

<b>■ ASIA FOUNDATION</b>				
San Francisco, California				
<i>For conflict resolution activities</i>	250,000		100,000	150,000
<b>UNIVERSITY OF CALIFORNIA, LOS ANGELES</b>				
Los Angeles, California				
<i>For general support of the Center for International and Strategic Affairs (Awarded in 1990 for \$300,000)</i>				
		100,000	100,000	
<b>■ CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES</b>				
Washington, D.C.				
<i>For the Conflict Resolution Project</i>	300,000		150,000	150,000
<b>HARVARD UNIVERSITY, CENTER FOR INTERNATIONAL AFFAIRS</b>				
Cambridge, Massachusetts				
<i>For general support of the Program on International Conflict Analysis and Resolution (Awarded in 1993 for \$300,000)</i>				
		200,000	100,000	100,000
<b>INSTITUTE FOR EAST-WEST STUDIES</b>				
New York, New York				
<i>For general support (Awarded in 1992 for \$300,000)</i>				
		100,000		100,000
<b>INSTITUTE FOR MULTI-TRACK DIPLOMACY</b>				
Washington, D.C.				
<i>For general support (Awarded in 1993 for \$250,000)</i>				
		150,000	75,000	75,000
<b>KETTERING FOUNDATION</b>				
Dayton, Ohio				
<i>For general support of the Program on International Affairs (Awarded in 1993 for \$300,000)</i>				
		150,000	100,000	50,000
<b>PARTNERS FOR DEMOCRATIC CHANGE</b>				
San Francisco, California				
<i>For general support</i>	100,000		70,000	30,000
<i>For general support (Awarded in 1992 for \$100,000)</i>		25,000	25,000	
<b>■ SEARCH FOR COMMON GROUND</b>				
Washington, D.C.				
<i>For general support</i>	150,000		75,000	75,000

<b>Conflict Resolution: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>STANFORD UNIVERSITY</b>				
Stanford, California				
<i>For general support of the Center for International Security and Arms Control (Awarded in 1992 for \$600,000)</i>				
		200,000	200,000	
<hr/>				
■ <b>UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH</b>				
Geneva, Switzerland				
<i>For the Fellowship Programme in Peacemaking and Preventive Diplomacy</i>				
	100,000		50,000	50,000
<hr/>				
<i>Other</i>				
■ <b>UNIVERSITY OF CALIFORNIA, SAN DIEGO, INSTITUTE ON GLOBAL CONFLICT AND COOPERATION</b>				
La Jolla, California				
<i>For the Research Program on Building Regional Environmental Cooperation</i>				
	300,000			300,000
<hr/>				
<b>UNIVERSITY OF SOUTHAMPTON, MOUNTBATTEN FOUNDATION, INC.</b>				
Southampton, England				
<i>For the Programme for Promoting Nuclear Non-Proliferation (Awarded in 1993 for \$300,000)</i>				
		150,000		150,000
<hr/>				
<b>TOTAL CONFLICT RESOLUTION</b>	<b>\$5,444,000</b>	<b>\$3,500,000</b>	<b>\$3,795,000</b>	<b>\$5,149,000</b>

# Education

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Grants in the education program are made to promote long-term institutional development, reform, or renewal in the program areas described below. Occasionally, proposals of exceptional merit that do not fit directly within the stated areas may be considered if they serve several institutions or otherwise advance the Foundation's interest in improving elementary, secondary, or higher education. Some programs are by invitation. For others, applicants are encouraged to submit a brief prospectus for review before preparing a complete proposal. Grants are awarded on the basis of merit, educational importance, relevance to program goals, and cost-effectiveness.

## *Higher Education*

Grantmaking in this program focuses on higher education in the United States, with the exception of U.S.-Mexico projects, described below. Grants are generally limited to liberal arts colleges and research universities, with emphasis on established institutions with strong records of exemplary work. Ideas that can also be applied to other such institutions are preferred.

*Pluralism and Unity (by invitation).* Colleges and universities play a significant role in fostering appreciation for both diversity and the common good in our society. The Foundation supports such efforts and seeks to nurture those forces that unify individuals and groups while respecting the differences between and among them. Invited institutions must demonstrate a commitment to these twin goals of pluralism and unity in their own policies and practices.

*International Studies.* Through its support for international and area studies at liberal arts colleges, the Foundation aims to help students comprehend the world from the perspective of other cultures and countries as well as their own. Programs with fresh approaches to teaching and learning in this area are of particular interest.

*General Education in Research Universities.* The Foundation supports initiatives in research universities to rethink and improve the general education of lower-division undergraduates. Proposals

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## *Program Description*



that focus on student outcomes, faculty incentives, teaching innovations, and especially the general education curriculum taken as a whole will be favored over those concerned only with curriculum design.

*Tools of Scholarship.* A limited number of grants are made to research library umbrella organizations, university press associations, and similar collaborative entities that improve scholarly communication through the cost-effective use of technology. The Foundation does not support individual libraries or disciplines.

*United States-Mexico Studies (by invitation).* The Foundation makes grants to strengthen comprehensive research programs in Mexico and the United States that focus on the varied relationships between these countries. Of particular interest are broad-based centers of research, usually at leading academic institutions, whose work improves communication between consumers and providers of policy research, encourages cooperation with other research programs in both countries, and addresses regional and local concerns. Selected grants are made to specialized projects that complement the efforts of more comprehensive institutions and programs.

*Historically Black Private Colleges and Universities.* In partnership with the Bush Foundation, the Foundation supports an ongoing program of grants for capital needs and faculty development at private black colleges and universities. This program is administered by the Bush Foundation.

#### *Elementary and Secondary Education*

Grants in the K-12 area are generally limited to California programs, with primary emphasis on public schools in the San Francisco Bay Area. Proposals are expected to aim for systemic significance in an effort to advance educational reform. In this program the Foundation favors schools, school districts, universities, and groupings of these entities rather than third parties.

*Teaching as a Career.* The Foundation supports programs carried out by colleges, universities, school districts, or other agencies dedicated to developing the profession of teaching and to improv-

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ing teachers' career preparation and professional development. The Foundation seeks to support effective training, initiation into classroom practice, and professional standards to enhance student achievement and the career attractiveness of teaching.

*School Site and District Leadership.* The Foundation supports efforts to build leadership and management skills among public school superintendents, central staff, and principals and, when integral to a school reform strategy, among school board members, teachers, and school teams. In adopting this emphasis, the Foundation explicitly recognizes the growing challenge of school leadership and management in sustaining school reform, the value in applying skills developed in other areas to schools, and the need to strengthen leaders and managers as professionals on whom much of the success of school reform depends.

*School-Linked Services.* The Foundation makes grants to encourage and improve collaborations among schools, families, and public service agencies that advance the general well-being and school achievement of children and youth.

*School Reform at Transitions.* The Foundation supports programs concerned with youngsters in transition from home to school, from elementary to secondary school, and from school to work or to college, especially for those most at risk.

*Educational Policy.* The Foundation funds organizations and efforts that promise to contribute significantly to policy studies affecting school reform and improved public elementary and secondary education nationally and in California.

The Foundation will not consider requests to fund student aid, construction, equipment and computer purchases, education research, basic scientific research, health research, or health education programs. In general, the Foundation discourages requests benefiting only individual institutions except as these may explicitly relate to stated Foundation objectives.

**Education:  
Organizations  
(by Category)**

**Grants  
Authorized  
1994**

**Unpaid  
Grants  
12/31/93**

**Payments  
Made  
1994**

**Unpaid  
Grants  
12/31/94**

## *Higher Education*

### *Pluralism and Unity*

*To support pluralism and unity programs  
at colleges and universities*

■ <b>BRYN MAWR COLLEGE</b> Bryn Mawr, Pennsylvania	\$100,000		\$50,000	\$50,000
■ <b>HOBART AND WILLIAM SMITH COLLEGES</b> Geneva, New York	100,000		50,000	50,000
■ <b>MOUNT SAINT MARY'S COLLEGE</b> Los Angeles, California	82,000		43,000	39,000
■ <b>OCCIDENTAL COLLEGE</b> Los Angeles, California	94,000		49,000	45,000
■ <b>POMONA COLLEGE</b> Claremont, California	84,000		54,000	30,000
■ <b>UNIVERSITY OF REDLANDS</b> Redlands, California	100,000		50,000	50,000
■ <b>SWARTHMORE COLLEGE</b> Swarthmore, Pennsylvania	100,000		46,000	54,000
■ <b>WESLEYAN UNIVERSITY</b> Middletown, Connecticut	100,000		50,000	50,000

### *Liberal Arts Colleges: International Studies*

*To support multidisciplinary  
international studies*

■ <b>BENNINGTON COLLEGE</b> Bennington, Vermont <i>For the faculty development seminar</i>	75,000		50,000	25,000
<b>BRYN MAWR COLLEGE</b> Bryn Mawr, Pennsylvania <i>For the tri-college program at Bryn Mawr, Haverford, and Swarthmore Colleges (Awarded in 1992 for \$300,000)</i>		150,000	150,000	
<b>COLORADO COLLEGE</b> Colorado Springs, Colorado <i>For the North American Studies program (Awarded in 1993 for \$75,000)</i>		35,000	35,000	

■ Grants newly authorized in 1994 are highlighted by square boxes.

<b>Education: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>CONNECTICUT COLLEGE</b> New London, Connecticut <i>For the joint international studies program at Connecticut College, Trinity College, and Wesleyan University (Awarded in 1993 for \$300,000)</i>		150,000	150,000	
<b>DARTMOUTH COLLEGE</b> Hanover, New Hampshire <i>For the Dickey Endowment for International Understanding (Awarded in 1993 for \$75,000)</i>		35,000	35,000	
■ <b>DREW UNIVERSITY</b> Madison, New Jersey <i>For the Second Year Seminar program</i>	80,000		40,000	40,000
■ <b>FIVE COLLEGES, INC., FIVE COLLEGE PROGRAM IN PEACE AND WORLD SECURITY STUDIES</b> Amherst, Massachusetts	100,000			100,000
<b>GRINNELL COLLEGE</b> Grinnell, Iowa <i>(Awarded in 1993 for \$75,000)</i>		35,000		35,000
■ <b>KALAMAZOO COLLEGE</b> Kalamazoo, Michigan	75,000		38,000	37,000
<b>POMONA COLLEGE</b> Claremont, California <i>For collaborative studies at Pomona and Scripps Colleges (Awarded in 1992 for \$225,000)</i>		111,000	111,000	
<b>REED COLLEGE</b> Portland, Oregon <i>(Awarded in 1993 for \$75,000)</i>		35,000		35,000
<b>WELLESLEY COLLEGE</b> Wellesley, Massachusetts <i>(Awarded in 1993 for \$85,000)</i>		40,000		40,000
<b>WHEATON COLLEGE</b> Norton, Massachusetts <i>(Awarded in 1993 for \$80,000)</i>		50,000		50,000

### *Research Universities: General Education*

*To support programs in general education*

■ <b>UNIVERSITY OF CALIFORNIA, LOS ANGELES</b> Los Angeles, California	135,000			135,000
■ <b>UNIVERSITY OF CALIFORNIA, SAN DIEGO</b> La Jolla, California	145,000			145,000

Education: Organizations (by Category)	Grants Authorized 1994	Unpaid Grants 12/31/93	Payments Made 1994	Unpaid Grants 12/31/94
■ COLUMBIA UNIVERSITY New York, New York	145,000			145,000
■ CORNELL UNIVERSITY Ithaca, New York	145,000			145,000
■ NORTHWESTERN UNIVERSITY Evanston, Illinois	150,000			150,000
■ UNIVERSITY OF SOUTHERN CALIFORNIA Los Angeles, California	150,000			150,000
■ UNIVERSITY OF UTAH Salt Lake City, Utah	150,000			150,000

### *Tools of Scholarship*

■ ASSOCIATES OF THE UNIVERSITY OF CALIFORNIA PRESS Berkeley, California <i>For a planning effort by a seven-member consortium on electronic publishing</i>	43,000		43,000	
ASSOCIATION OF AMERICAN UNIVERSITY PRESSES, INC. New York, New York <i>For general support (Awarded in 1993 for \$100,000)</i>		50,000	50,000	
■ RESEARCH LIBRARIES GROUP, INC. Mountain View, California <i>For research and service development activities</i>	245,000			245,000

### *U.S.-Mexico Studies*

■ UNIVERSITY OF CALIFORNIA, DAVIS, INSTITUTE FOR GOVERNMENTAL AFFAIRS Davis, California <i>To study the impact of NAFTA on Mexican agriculture</i>	200,000			200,000
UNIVERSITY OF CALIFORNIA, LOS ANGELES, LATIN AMERICAN CENTER Los Angeles, California <i>For the program on U.S.-Mexico relations (Awarded in 1992 for \$525,000)</i>		175,000		175,000
UNIVERSITY OF CALIFORNIA, SAN DIEGO, CENTER FOR U.S.-MEXICAN STUDIES La Jolla, California <i>For general support (Awarded in 1993 for \$400,000)</i>		200,000	200,000	

<b>Education: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>■ CARNEGIE MELLON UNIVERSITY</b> Pittsburgh, Pennsylvania <i>For a joint U.S.-Mexico project</i>	150,000			150,000
<b>■ CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES</b> Washington, D.C. <i>For the Mexico project</i>	300,000			300,000
<b>■ UNIVERSITY OF CHICAGO</b> Chicago, Illinois <i>For general support of the Mexican Studies program</i>	450,000			450,000
<b>CITY UNIVERSITY OF NEW YORK, BILDNER CENTER FOR WESTERN HEMISPHERE STUDIES</b> New York, New York <i>For the program on U.S.-Mexico relations (Awarded in 1992 for \$450,000)</i>		150,000	150,000	
<b>COLUMBIA UNIVERSITY, INSTITUTE OF LATIN AMERICAN AND IBERIAN STUDIES</b> New York, New York <i>For the program on U.S.-Mexico relations (Awarded in 1993 for \$250,000)</i>		125,000	125,000	
<b>■ COMMONWEALTH CLUB OF CALIFORNIA</b> San Francisco, California <i>For a lecture series and educational outreach program on U.S.-Mexico relations</i>	25,000		25,000	
<b>■ EL COLEGIO DE LA FRONTERA NORTE</b> Chula Vista, California <i>For general support</i>	450,000			450,000
<b>EL COLEGIO DE MEXICO</b> Mexico City, Mexico <i>For the Mexico-U.S. Studies program (Awarded in 1993 for \$300,000)</i>		200,000	100,000	100,000
<b>■ INSTITUTE OF THE AMERICAS</b> La Jolla, California <i>For the Mexico Policy program</i>	50,000		50,000	
<b>INSTITUTO TECNOLOGICO AUTONOMO DE MEXICO</b> Mexico City, Mexico <i>For the Program on U.S.-Mexico Policy Relations (Awarded in 1993 for \$405,000)</i>		270,000		270,000
<b>INSTITUTO TECNOLOGICO Y DE ESTUDIOS SUPERIORES DE MONTERREY</b> Monterrey, Mexico <i>For the U.S.-Mexico Studies program (Awarded in 1993 for \$200,000)</i>		100,000		100,000

<b>Education: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>INTER-AMERICAN DIALOGUE</b> Washington, D.C. <i>For general support</i> <i>(Awarded in 1992 for \$100,000)</i>		50,000	50,000	
<b>■ INTER-AMERICAN PRESS ASSOCIATION TECHNICAL CENTER, INC.</b> Miami, Florida <i>For a press seminar on the Latin American Summit</i>	6,000		6,000	
<b>JOHNS HOPKINS UNIVERSITY, SCHOOL OF ADVANCED INTERNATIONAL STUDIES</b> Washington, D.C. <i>For the program on U.S.-Mexico relations</i> <i>(Awarded in 1992 for \$300,000)</i>		100,000		100,000
<b>UNIVERSITY OF NEW MEXICO, THE SCHOOL OF LAW</b> Albuquerque, New Mexico <i>For the International Transboundary Resources Center</i> <i>(Awarded in 1992 for \$300,000)</i>		200,000	100,000	100,000
<b>■ NORTH AMERICAN INSTITUTE</b> Santa Fe, New Mexico <i>For general support</i>	375,000		125,000	250,000
<b>STANFORD UNIVERSITY, INSTITUTE FOR INTERNATIONAL STUDIES</b> Stanford, California <i>For general support and for the North American Forum</i> <i>(Awarded in 1993 for \$600,000)</i>		150,000		150,000
<b>UNIVERSITY OF TEXAS, AUSTIN, L.B.J. SCHOOL OF PUBLIC AFFAIRS</b> Austin, Texas <i>For the U.S.-Mexican Studies program</i> <i>(Awarded in 1992 for \$300,000)</i>		100,000	100,000	
<b>■ UNIVERSIDAD AUTONOMA METROPOLITANA</b> Mexico City, Mexico <i>For the U.S.-Mexican Studies program</i>	300,000		100,000	200,000
<b>■ UNIVERSIDAD DE GUADALAJARA, INSTITUTO DE ESTUDIOS ECONOMICOS Y REGIONALES</b> Guadalajara, Mexico <i>For the U.S.-Mexico relations project</i>	300,000		100,000	200,000
<b>UNIVERSIDAD DE LAS AMERICAS, PUEBLA</b> Puebla, Mexico <i>For the U.S.-Mexico Studies program</i> <i>(Awarded in 1991 for \$300,000)</i>		100,000	100,000	

<b>Education: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>UNIVERSIDAD NACIONAL AUTONOMA DE MEXICO</b> Mexico City, Mexico <i>For the Center for U.S.-Mexico Studies (Awarded in 1993 for \$300,000)</i>		200,000	100,000	100,000
■ <b>WESTERN INTERSTATE COMMISSION FOR HIGHER EDUCATION</b> Boulder, Colorado <i>For the U.S.-Mexican Education Interchange project</i>	46,000		46,000	

### *Historically Black Private Colleges and Universities*

<b>BUSH FOUNDATION</b> Saint Paul, Minnesota				
■ <i>For the Program of Faculty Development Grants (Claflin College, Fisk University, Hampton University, LeMoyne Owen College, Morris College, Rust College, Johnson C. Smith University, Spelman College, Talladega College, and Vorhees College)</i>	291,000		242,000	49,000
■ <i>For the Program of Capital Campaign Challenge Grants (Claflin College, Fisk University, Livingstone College, Rust College, and Shaw University)</i>	1,207,000		543,000	664,000

### *Liberal Arts Colleges: Self-Renewal Program*

*To help endow presidential discretionary  
funds at liberal arts colleges*

<b>ALBION COLLEGE</b> Albion, Michigan <i>(Awarded in 1993 for \$250,000)</i>		250,000		250,000
<b>ALLEGHENY COLLEGE</b> Meadville, Pennsylvania <i>(Awarded in 1990 for \$250,000)</i>		150,000	45,000	105,000
<b>AMHERST COLLEGE</b> Amherst, Massachusetts <i>(Awarded in 1993 for \$250,000)</i>		250,000	79,000	171,000
<b>AUSTIN COLLEGE</b> Sherman, Texas <i>(Awarded in 1993 for \$250,000)</i>		250,000		250,000
<b>BARNARD COLLEGE</b> New York, New York <i>(Awarded in 1993 for \$250,000)</i>		167,000	152,000	15,000



<b>Education: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>BENNINGTON COLLEGE</b> Bennington, Vermont <i>(Awarded in 1991 for \$250,000)</i>		53,000	53,000	
<b>BIRMINGHAM-SOUTHERN COLLEGE</b> Birmingham, Alabama <i>(Awarded in 1992 for \$250,000)</i>		134,000	50,000	84,000
<b>BOWDOIN COLLEGE</b> Brunswick, Maine <i>(Awarded in 1991 for \$250,000)</i>		115,000	115,000	
<b>CENTRE COLLEGE</b> Danville, Kentucky <i>(Awarded in 1992 for \$250,000)</i>		250,000	125,000	125,000
<b>CLAREMONT MCKENNA COLLEGE</b> Claremont, California <i>(Awarded in 1992 for \$250,000)</i>		66,000	66,000	
<b>COLLEGE OF HOLY CROSS</b> Worcester, Massachusetts <i>(Awarded in 1993 for \$250,000)</i>		250,000		250,000
<b>CONNECTICUT COLLEGE</b> New London, Connecticut <i>(Awarded in 1993 for \$250,000)</i>		250,000		250,000
■ <b>CORNELL COLLEGE</b> Mount Vernon, Iowa	125,000			125,000
<b>GUSTAVUS ADOLPHUS COLLEGE</b> Saint Peter, Minnesota <i>(Awarded in 1991 for \$250,000)</i>		130,000	130,000	
<b>HOBART AND WILLIAM SMITH COLLEGES</b> Geneva, New York <i>(Awarded in 1991 for \$250,000)</i>		30,000	30,000	
<b>LAFAYETTE COLLEGE</b> Easton, Pennsylvania <i>(Awarded in 1992 for \$250,000)</i>		121,000	75,000	46,000
■ <b>LEWIS AND CLARK COLLEGE</b> Portland, Oregon	125,000			125,000
<b>MILLS COLLEGE</b> Oakland, California <i>(Awarded in 1993 for \$250,000)</i>		250,000	72,000	178,000
<b>OBERLIN COLLEGE</b> Oberlin, Ohio <i>(Awarded in 1993 for \$250,000)</i>		250,000		250,000
<b>OHIO WESLEYAN UNIVERSITY</b> Delaware, Ohio <i>(Awarded in 1991 for \$250,000)</i>		175,000		175,000

Education: Organizations (by Category)	Grants Authorized 1994	Unpaid Grants 12/31/93	Payments Made 1994	Unpaid Grants 12/31/94
■ <b>RHODES COLLEGE</b> Memphis, Tennessee	125,000			125,000
<b>SARAH LAWRENCE COLLEGE</b> Bronxville, New York (Awarded in 1991 for \$250,000)		69,000	69,000	
<b>SCRIPPS COLLEGE</b> Claremont, California (Awarded in 1993 for \$100,000)		100,000	25,000	75,000
<b>SMITH COLLEGE</b> Northampton, Massachusetts (Awarded in 1992 for \$250,000)		200,000	72,000	128,000
<b>UNIVERSITY OF THE SOUTH</b> Sewanee, Tennessee (Awarded in 1992 for \$250,000)		250,000		250,000
<b>VASSAR COLLEGE</b> Poughkeepsie, New York (Awarded in 1993 for \$250,000)		250,000	38,000	212,000
<b>WELLS COLLEGE</b> Aurora, New York (Awarded in 1993 for \$250,000)		150,000	56,000	94,000
<b>WHITMAN COLLEGE</b> Walla Walla, Washington (Awarded in 1993 for \$250,000)		250,000		250,000
■ <b>WOFFORD COLLEGE</b> Spartanburg, South Carolina	125,000			125,000

### *Undergraduate Colleges: Self-Renewal Program*

**UNIVERSITY OF PENNSYLVANIA**  
Philadelphia, Pennsylvania

*To create a discretionary fund  
endowment for the improvement of  
undergraduate education*

(Awarded in 1991 for \$300,000)

	55,000	55,000
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### *Research Universities: International and Area Studies*

*To increase discretionary fund endowments  
for area and international studies*

**HARVARD UNIVERSITY, CENTER FOR  
INTERNATIONAL AFFAIRS**  
Cambridge, Massachusetts

(Awarded in 1992 for \$300,000)

	300,000	300,000
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<b>Education: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>UNIVERSITY OF PENNSYLVANIA, OFFICE OF INTERNATIONAL PROGRAMS</b> Philadelphia, Pennsylvania <i>(Awarded in 1991 for \$300,000)</i>		12,000		12,000
<b>UNIVERSITY OF PITTSBURGH, UNIVERSITY CENTER FOR INTERNATIONAL STUDIES</b> Pittsburgh, Pennsylvania <i>(Awarded in 1992 for \$300,000)</i>		300,000		300,000
<b>ROYAL INSTITUTE OF INTERNATIONAL AFFAIRS</b> London, England <i>(Awarded in 1992 for \$300,000)</i>		160,000	82,000	78,000
<b>UNIVERSITY OF SOUTHERN CALIFORNIA, SCHOOL OF INTERNATIONAL RELATIONS</b> Los Angeles, California <i>(Awarded in 1992 for \$300,000)</i>		300,000		300,000
<b>TUFTS UNIVERSITY, FLETCHER SCHOOL OF LAW AND DIPLOMACY</b> Medford, Massachusetts <i>(Awarded in 1989 for \$300,000)</i>		37,000		37,000

## *Elementary and Secondary Education*

### *Teaching as a Career*

<ul style="list-style-type: none"> <li>■ <b>TEACH FOR AMERICA</b> New York, New York <i>For general support of TEACH! Bay Area</i></li> </ul>	200,000		100,000	100,000
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### *School Site and District Leadership*

<ul style="list-style-type: none"> <li>■ <b>SANTA CLARA COUNTY OFFICE OF EDUCATION</b> San Jose, California <i>To plan the Center for Educational Leadership</i></li> </ul>	50,000			50,000
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### *School-Linked Services*

<ul style="list-style-type: none"> <li>■ <b>SAN FRANCISCO FOUNDATION</b> Sacramento, California <i>For general support of the School-Linked Services Consortium</i></li> </ul>	500,000			500,000
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<ul style="list-style-type: none"> <li><b>URBAN STRATEGIES COUNCIL</b> Oakland, California <i>For the Interagency Group for School- Linked Services</i> <i>(Awarded in 1992 for \$125,000)</i></li> </ul>		50,000		50,000
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Education: Organizations (by Category)	Grants Authorized 1994	Unpaid Grants 12/31/93	Payments Made 1994	Unpaid Grants 12/31/94
 <i>School Reform at Transitions</i>				
■ ARIZONA STATE UNIVERSITY FOUNDATION, COALITION TO INCREASE MINORITY DEGREES Tempe, Arizona <i>For the Expanding Minority Opportunities            program</i>	5,000		5,000	
■ BAYSHORE EMPLOYMENT SERVICE East Palo Alto, California <i>For the Bayshore Workers program</i>	30,000		30,000	
■ COMMUNITY COLLEGE FOUNDATION Sacramento, California <i>For the Career Pathways demonstration            project            (Awarded in 1993 for \$50,000)</i>	(50,000)*		(50,000)*	
■ FAR WEST LABORATORY FOR EDUCATIONAL RESEARCH AND DEVELOPMENT San Francisco, California <i>For the HERALD project at San Francisco's            Balboa High School, with emphasis on the            freshman year</i>	205,000		100,000	105,000
■ SAN FRANCISCO CONSERVATION CORPS San Francisco, California <i>For the Youth Development project</i>	150,000		50,000	100,000
■ SAN JOSE STATE UNIVERSITY FOUNDATION San Jose, California <i>For the high-school counseling aspect of            the Unfinished Journey program at East            Side Union High School District</i>	30,000			30,000
■ SAN JOSE UNIFIED SCHOOL DISTRICT San Jose, California <i>For the law-related education project</i>	5,000		5,000	
 <i>Educational Policy</i>				
■ UNIVERSITY OF CALIFORNIA, BERKELEY Berkeley, California <i>For general support of Policy Analysis            for California Education</i>	550,000		350,000	200,000
■ EDSOURCE Menlo Park, California <i>For general support</i>	300,000			300,000

\* Grant refunded.

<b>Education: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>■ EDUCATION COMMISSION OF THE STATES</b>				
Denver, Colorado <i>For the California Education Policy Seminar project</i>	5,000		5,000	
<b>■ FINANCE PROJECT</b>				
Washington, D.C. <i>For general support</i>	300,000			300,000
<i>Child Development Program</i>				
<b>■ DEVELOPMENTAL STUDIES CENTER</b>				
Oakland, California <i>For the dissemination phase of the child development project</i>	500,000		250,000	250,000
<i>Other</i>				
<b>AMERICAN ASSOCIATION FOR HIGHER EDUCATION</b>				
Washington, D.C. <i>For a project on the peer review of teaching in universities (Awarded in 1993 for \$230,000)</i>		115,000		115,000
<b>■ AMERICAN COUNCIL ON EDUCATION</b>				
Washington, D.C. <i>For general support</i>	100,000		50,000	50,000
<b>ARMENIAN MISSIONARY ASSOCIATION OF AMERICA, INC.</b>				
Paramus, New Jersey <i>For the presidential discretionary fund at Haigazian College (Awarded in 1993 for \$150,000)</i>		100,000	50,000	50,000
<b>UNIVERSITY OF CALIFORNIA, OFFICE OF THE PRESIDENT</b>				
Oakland, California <i>For the history project</i>	25,000		25,000	
<b>UNIVERSITY OF CALIFORNIA, BERKELEY, PACIFIC NEIGHBORHOOD CONSORTIUM</b>				
Berkeley, California <i>For general support (Awarded in 1993 for \$100,000)</i>		66,000		66,000
<b>■ CALIFORNIA TOMORROW</b>				
San Francisco, California <i>For the Education for a Diverse Society/ School Restructuring project</i>	75,000		50,000	25,000

<b>Education: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>COLLEGE ENTRANCE EXAMINATION BOARD</b> New York, New York <i>For the San Jose program of Equity 2000 (Awarded in 1993 for \$500,000)</i>		333,000		333,000
<b>COUNCIL ON FOREIGN RELATIONS</b> New York, New York <i>For the Studies Program for U.S. foreign policy (Awarded in 1993 for \$150,000)</i>		50,000	50,000	
■ <b>MORGAN HILL UNIFIED SCHOOL DISTRICT</b> Morgan Hill, California <i>For the diversity program</i>	20,000		20,000	
■ <b>OVERSEAS DEVELOPMENT NETWORK</b> San Francisco, California <i>For the Student-IDEAS program</i>	50,000		50,000	
■ <b>PALO ALTO UNIFIED SCHOOL DISTRICT</b> Palo Alto, California <i>For the Building Bridges program between Addison and Costano Elementary Schools</i>	5,000		5,000	
■ <b>RAVENSWOOD CITY SCHOOL DISTRICT</b> East Palo Alto, California <i>To purchase native-language library materials</i>	100,000		50,000	50,000
■ <b>SAN MATEO COUNTY COMMUNITY COLLEGE DISTRICT</b> San Mateo, California <i>To implement a project to increase participation of faculty, students, and staff in governance</i>	20,000		20,000	
■ <b>SOUTHERN AFRICAN FREEDOM THROUGH EDUCATION FOUNDATION</b> Berkeley, California <i>For general support</i>	25,000		25,000	
■ <b>TIDES FOUNDATION, BAY AREA COALITION OF ESSENTIAL SCHOOLS</b> Redwood City, California <i>For the project on strengthening schools as communities while undertaking reform</i>	265,000			265,000
<b>TOMAS RIVERA CENTER</b> Claremont, California <i>For general support (Awarded in 1992 for \$300,000)</i>		100,000		100,000

<b>Education: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>TRINITY UNIVERSITY</b> San Antonio, Texas <i>For the Alliance for Better Schools (Awarded in 1992 for \$300,000)</i>		200,000	100,000	100,000
■ <b>WORLD AFFAIRS COUNCIL</b> San Francisco, California <i>For general support</i>	100,000		100,000	
<b>WORLD FORUM OF SILICON VALLEY</b> San Jose, California <i>For general support (Awarded in 1993 for \$175,000)</i>		100,000	50,000	50,000
■ <b>YALE UNIVERSITY, CHILD STUDY CENTER</b> New Haven, Connecticut <i>For the project on barriers to school reform</i>	50,000		50,000	
<b>TOTAL EDUCATION</b>	<b>\$10,663,000*</b>	<b>\$9,499,000</b>	<b>\$6,285,000†</b>	<b>\$13,877,000</b>

\*1994 authorizations (\$10,713,000) minus refund (\$50,000).

†1994 payments (\$6,335,000) minus refund (\$50,000).

Commencing in 1994 the Foundation began to focus environmental grantmaking on the American West, where archaic resource management practices and surging population growth threaten fragile ecosystems from the temperate rainforests of the Pacific Northwest to the arid rangelands of the Colorado Plateau. The goals of the program are to increase the fund of policy options available for addressing resource and growth management problems in the region; to improve the quality of public debate surrounding these issues; and to promote community-based problem solving that achieves equitable and sustainable economic development without sacrificing environmental values.

The strategy for achieving these goals is fourfold: (1) support the development and dissemination of constructive, nonpartisan policy analysis that offers centrist alternatives to polarized positions; (2) promote efforts to improve public awareness and understanding about environmental conditions in the region; (3) encourage experimentation with methods other than litigation and legislative advocacy for achieving environmental solutions; and (4) emphasize sound economic development as integral to environmental preservation in the West. In addition, the Foundation retains an interest in selective land acquisition projects and reserves a portion of the environment program budget for exceptional organizations whose work does not necessarily reflect a Western focus.

Grants are directed to organizations working on issues that affect the fragile ecosystems lying west of the 100th meridian, the traditional boundary demarcating the arid West from the temperate Eastern weather zone of North America. Specifically, grants are awarded for work in Alaska, Arizona, California, Colorado, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, Wyoming, British Columbia, and Alberta. Support is also considered for work on U.S.-Mexico border environmental issues in the U.S. Southwest and bordering Mexican states.

The Foundation emphasizes general support grants aimed at building the institutional capacity of highly promising nonprofits lacking the capacity to generate unrestricted support from memberships, sales of materials, and other sources. The Foundation also supports projects that deliver timely, nonpartisan policy analysis to

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## *Program Description*



debates involving the enactment or implementation of laws and regulations affecting the region as a whole. The specific components of the program are as follows.

*Policy Analysis.* The Foundation supports organizations that produce nonpartisan, policy-oriented studies on important environmental issues affecting the region. Candidates for support should present the following characteristics: (1) a reputation for intellectual rigor and objectivity, (2) an interdisciplinary staff, (3) a variety of widely circulated publications and other products, and (4) a demonstrable capability to affect policy outcomes.

*Education of Decisionmakers and the General Public.* The Foundation supports organizations engaged in the broad dissemination of nonpartisan information on western environmental issues to decisionmakers and the general public.

*Decisionmaking Processes.* The Foundation assists organizations that demonstrate, document, or study how environmental decisionmaking processes could be improved in the West. Support is primarily focused on facilitating, convening, and mediating organizations.

*Rural Communities and the Environment.* The Foundation assists organizations working on the integration of rural community development and environmental protection through scientific research, economic development ventures, and other demonstration projects of regional significance.

*Land Preservation.* In exceptional cases, the Foundation supports efforts on a national scale to acquire or preserve unique, ecologically significant land in the West.

*Other.* On a highly selective basis, the Foundation also supports other environmental organizations of exceptional merit, with preference accorded past grantees whose focus does not qualify them for continued consideration within the revised program guidelines.

Grants are awarded in each category throughout the year, with the exception of policy analysis organizations, which are considered in July, with proposals due April 1.

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The Foundation formerly awarded grants to selected environmental studies centers at major research universities, but this program area was eliminated in 1994.

In order to avoid unprofitable effort on the part of applicants, we emphasize that the Foundation does not support proposals in the following areas: basic research; capital construction; conferences, symposia, or workshops; environmental education curricula (K-12 or adult); and museum facilities, exhibits, or programs. Similarly, the Foundation does not make awards to individuals, organizations outside the United States, or local land trusts. Finally, the Foundation does not support community organizing, advocacy, or litigation.

<b>Environment: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<i>Policy Analysis</i>				
<b>AMERICAN FARMLAND TRUST</b>				
Washington, D.C.				
<i>For general support (Awarded in 1993 for \$50,000)</i>				
		\$50,000	\$50,000	
<b>AMERICAN FORESTS</b>				
Washington, D.C.				
<i>For general support of the Forest Policy Center (Awarded in 1993 for \$125,000)</i>				
		75,000	50,000	25,000
■ <b>AMERICAN RIVERS</b>				
Washington, D.C.				
<i>For the Western Water Resources program</i>				
	200,000		80,000	120,000
■ <b>UNIVERSITY OF CALIFORNIA, DAVIS</b>				
Davis, California				
<i>For general support of the Institute of Transportation Studies</i>				
	200,000		90,000	110,000
<b>CENTER FOR POLICY ALTERNATIVES</b>				
Washington, D.C.				
<i>For the environmental program (Awarded in 1992 for \$90,000)</i>				
		20,000	20,000	
<b>CENTER FOR THE STUDY OF LAW AND POLITICS</b>				
San Francisco, California				
<i>For general support of the Global Cities project (Awarded in 1993 for \$150,000)</i>				
		100,000		100,000
■ <b>UNIVERSITY OF COLORADO, BOULDER, NATURAL RESOURCES LAW CENTER</b>				
Boulder, Colorado				
<i>For the Western Lands Program</i>				
	200,000		70,000	130,000
<b>ENVIRONMENTAL AND ENERGY STUDY INSTITUTE</b>				
Washington, D.C.				
<i>For general support (Awarded in 1992 for \$150,000)</i>				
		40,000	40,000	
■ <b>ENVIRONMENTAL DEFENSE FUND</b>				
New York, New York				
<i>For the Western Water Program</i>				
	250,000		90,000	160,000
<b>ENVIRONMENTAL LAW INSTITUTE</b>				
Washington, D.C.				
<i>For general support (Awarded in 1992 for \$150,000)</i>				
		50,000	50,000	

■ Grants newly authorized in 1994 are highlighted by square boxes.

<b>Environment: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>NORTHEAST MIDWEST INSTITUTE</b> Washington, D.C. <i>For general support of environmental work (Awarded in 1993 for \$120,000)</i>		60,000	40,000	20,000
■ <b>PACIFIC INSTITUTE FOR STUDIES IN DEVELOPMENT, ENVIRONMENT, AND SECURITY</b> Oakland, California <i>For general support</i>	200,000		80,000	120,000
<b>RESOURCES FOR THE FUTURE</b> Washington, D.C. <i>For general support (Awarded in 1992 for \$250,000)</i>		190,000		190,000
<b>ROCKY MOUNTAIN INSTITUTE</b> Old Snowmass, Colorado <i>For general support (Awarded in 1993 for \$250,000)</i>		100,000	100,000	
■ <b>WESTERN GOVERNORS' ASSOCIATION</b> Denver, Colorado <i>For the Trade and the Environment Program</i>	150,000		60,000	90,000
<b>WOODS HOLE RESEARCH CENTER</b> Woods Hole, Massachusetts <i>For general support (Awarded in 1993 for \$150,000)</i>		100,000	50,000	50,000
<b>WORLD RESOURCES INSTITUTE</b> Washington, D.C. <i>For general support (Awarded in 1992 for \$300,000)</i>		100,000	100,000	

### *Education of Decisionmakers and the General Public*

■ <b>NORTHWEST ENVIRONMENT WATCH</b> Seattle, Washington <i>For general support</i>	120,000			120,000
■ <b>PACIFIC GIS</b> Portland, Oregon <i>For the Conservation GIS Consortium, with partners Desktop Assistance and the Sierra Biodiversity Institute</i>	300,000		150,000	150,000
■ <b>RIVERS COUNCIL OF WASHINGTON</b> Seattle, Washington <i>For the 62 Watersheds of Washington project</i>	23,000		23,000	

**Environment:  
Organizations  
(by Category)**

**Grants  
Authorized  
1994**

**Unpaid  
Grants  
12/31/93**

**Payments  
Made  
1994**

**Unpaid  
Grants  
12/31/94**

## *Decisionmaking Processes*

■ **UNIVERSITY OF ALASKA, ANCHORAGE,  
ENVIRONMENT AND NATURAL RESOURCES  
INSTITUTE**

Anchorage, Alaska

*For the conflict resolution program*

100,000

100,000

**CALIFORNIA ENVIRONMENTAL TRUST**

San Francisco, California

*For general support*

*(Awarded in 1992 for \$130,000)*

65,000

65,000

**CENTER FOR RESOURCE MANAGEMENT**

Salt Lake City, Utah

*For general support*

*(Awarded in 1992 for \$130,000)*

55,000

55,000

■ **CLEAN SITES, INC.**

San Francisco, California

*For support of the Western office*

100,000

100,000

**COMMITTEE FOR THE NATIONAL INSTITUTES  
FOR THE ENVIRONMENT**

Washington, D.C.

*For general support*

*(Awarded in 1993 for \$140,000)*

60,000

60,000

**GREENBELT ALLIANCE**

San Francisco, California

*For general support of activities to improve  
regional decisionmaking*

*(Awarded in 1993 for \$150,000)*

75,000

50,000

25,000

**MANAGEMENT INSTITUTE FOR  
ENVIRONMENT AND BUSINESS**

Washington, D.C.

*For the Environmental Partnerships Initiative*

*(Awarded in 1993 for \$150,000)*

150,000

75,000

75,000

**NATIONAL INSTITUTE FOR CHEMICAL  
STUDIES**

Charleston, West Virginia

*For general support*

*(Awarded in 1993 for \$135,000)*

75,000

40,000

35,000

**PROJECT 2000, COALITION FOR  
UTAH'S FUTURE**

Salt Lake City, Utah

*For general support of work on  
environmental issues*

*(Awarded in 1993 for \$125,000)*

45,000

45,000

Environment: Organizations (by Category)	Grants Authorized 1994	Unpaid Grants 12/31/93	Payments Made 1994	Unpaid Grants 12/31/94
<b>TIDES FOUNDATION, FOREST TRUST</b>				
San Francisco, California				
<i>For the National Forest Planning and Policy program</i>				
<i>(Awarded in 1992 for \$80,000)</i>				
		40,000	40,000	
<b>TIDES FOUNDATION, SUSTAINABILITY ROUNDTABLES PROJECT</b>				
San Francisco, California				
<i>For general support</i>				
<i>(Awarded in 1993 for \$60,000)</i>				
		20,000		20,000
■ <b>TIDES FOUNDATION, SUSTAINABLE CONSERVATION</b>				
San Francisco, California				
<i>For general support</i>				
	150,000			150,000
<b>VERMONT LAW SCHOOL, ENVIRONMENTAL LAW CENTER</b>				
South Royalton, Vermont				
<i>For the National Commission on Superfund</i>				
<i>(Awarded in 1992 for \$200,000)</i>				
		75,000	75,000	
<i>Rural Communities and the Environment</i>				
■ <b>CENTER FOR HOLISTIC RESOURCE MANAGEMENT</b>				
Albuquerque, New Mexico				
<i>For general support</i>				
	200,000		100,000	100,000
<b>ECOTRUST</b>				
Portland, Oregon				
<i>For general support</i>				
<i>(Awarded in 1993 for \$100,000)</i>				
		50,000	50,000	
■ <b>GRAND CANYON TRUST</b>				
Flagstaff, Arizona				
<i>For general support</i>				
	300,000		100,000	200,000
■ <b>SONORAN INSTITUTE</b>				
Tucson, Arizona				
<i>For general support</i>				
	150,000			150,000
<i>Land Preservation</i>				
■ <b>CONSERVATION FUND</b>				
Arlington, Virginia				
<i>To upgrade information systems</i>				
	45,000		45,000	

<b>Environment: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>NATIONAL FISH AND WILDLIFE FOUNDATION</b>				
Washington, D.C.				
<i>For general support</i>				
<i>(Awarded in 1991 for \$100,000)</i>				
		30,000	30,000	
<hr/>				
<b>Environmental Studies Centers</b>				
<b>UNIVERSITY OF CALIFORNIA, BERKELEY</b>				
Berkeley, California				
<i>For general support of the Energy and Resources Group and to help endow a discretionary trust fund</i>				
<i>(Awarded in 1990 for \$100,000)</i>				
	(50,000)*	50,000		
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<b>UNIVERSITY OF CALIFORNIA, LOS ANGELES</b>				
Los Angeles, California				
<i>To help endow a discretionary trust fund for the Environmental Science / Engineering program</i>				
<i>(Awarded in 1992 for \$250,000)</i>				
		150,000	50,000	100,000
<hr/>				
<b>CORNELL UNIVERSITY</b>				
Ithaca, New York				
<i>To help endow a discretionary fund for the Center for the Environment</i>				
<i>(Awarded in 1993 for \$250,000)</i>				
		250,000	150,000	100,000
<hr/>				
<b>UNIVERSITY OF MICHIGAN</b>				
Ann Arbor, Michigan				
<i>To help endow a discretionary trust fund for the School of Natural Resources and Environment</i>				
<i>(Awarded in 1990 for \$250,000)</i>				
		100,000	50,000	50,000
<hr/>				
<b>PRINCETON UNIVERSITY</b>				
Princeton, New Jersey				
<i>To help endow a discretionary trust fund for the Center for Energy and Environmental Studies</i>				
<i>(Awarded in 1991 for \$250,000)</i>				
		250,000		250,000
<hr/>				
<b>UNIVERSITY OF WASHINGTON</b>				
Seattle, Washington				
<i>To help endow a discretionary trust fund for the Institute for Marine Studies and the Institute for Environmental Studies</i>				
<i>(Awarded in 1990 for \$250,000)</i>				
		250,000	125,000	125,000

\* Grant cancelled at request of grantee.

<b>Environment: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>YALE UNIVERSITY</b>				
New Haven, Connecticut				
<i>To help endow a discretionary fund for the School of Forestry and Environmental Studies (Awarded in 1993 for \$250,000)</i>				
		250,000		250,000
<i>Other</i>				
<b>CENTER FOR NEIGHBORHOOD TECHNOLOGY</b>				
Chicago, Illinois				
<i>For general support and for the Alliance for Sustainable Materials Economy (Awarded in 1993 for \$100,000)</i>				
		35,000		35,000
<b>EARTH ISLAND INSTITUTE</b>				
San Francisco, California				
<i>For the Urban Habitat program (Awarded in 1993 for \$100,000)</i>				
		50,000		50,000
■	<b>ONE THOUSAND FRIENDS OF OREGON</b>			
Portland, Oregon				
<i>For general support</i>				
	250,000		100,000	150,000
■	<b>ORGANIZATION FOR TROPICAL STUDIES</b>			
Durham, North Carolina				
<i>For endowment support of the U.S. Decisionmakers program</i>				
	250,000			250,000
<b>PACIFIC RIVERS COUNCIL</b>				
Eugene, Oregon				
<i>For general support (Awarded in 1993 for \$100,000)</i>				
		70,000	35,000	35,000
■	<b>RESOLVE, CENTER FOR ENVIRONMENTAL DISPUTE RESOLUTION</b>			
Washington, D.C.				
<i>For research, publication, and outreach activities</i>				
	100,000			100,000
<b>STANFORD UNIVERSITY, CENTER FOR CONSERVATION BIOLOGY</b>				
Stanford, California				
<i>For general support (Awarded in 1992 for \$250,000)</i>				
		150,000	80,000	70,000
■	<b>STANFORD UNIVERSITY, INSTITUTE FOR INTERNATIONAL STUDIES/GLOBAL ENVIRONMENT PROGRAM</b>			
Stanford, California				
<i>For the Consortium on the Human Dimensions of Global Change</i>				
	15,000		15,000	



Environment: Organizations (by Category)	Grants Authorized 1994	Unpaid Grants 12/31/93	Payments Made 1994	Unpaid Grants 12/31/94
<p>■ UNIVERSITY OF VIRGINIA Charlottesville, Virginia <i>For general support of the Institute for Environmental Negotiation</i></p>	50,000			50,000
<b>TOTAL ENVIRONMENT</b>	\$3,303,000*	\$3,230,000	\$2,678,000	\$3,855,000

\*1994 authorizations (\$3,353,000) minus cancellations (\$50,000).

# Family and Community Development

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The Foundation's family and community development program primarily supports organizations that serve San Francisco Bay Area communities. In addition, it provides assistance to a limited number of national support organizations whose work directly benefits local and regional efforts. The program places priority on activities that strengthen families and their communities through support of capacity-building, replication of promising models, community organizing, indigenous and minority leadership development, and relevant policy analysis and evaluation research. Grants are made in four categories.

*Community Development.* The Foundation supports the efforts of community-based organizations working to revitalize the economic, physical, social, and human capital of low-income communities through an integrated range of activities: planning, job creation, small business assistance, commercial revitalization, and cultural development. As a part of its interest in encouraging concentrated community revitalization work that will generate significant and sustainable results, the Foundation will consider requests that focus on specific geographic neighborhoods.

*Family Support and Development.* The Foundation funds programs that strengthen and improve the functioning of families and enhance the healthy development and general welfare of children and youth, particularly neighborhood-based efforts that contribute to community revitalization. It places priority on efforts that allocate resources and organize services in order to increase the economic stability and long-term success of families.

*Affordable Housing.* The Foundation does not make grants for capital needs, but instead supports programs that enable housing development corporations to develop, preserve, and effectively manage new and existing units of affordable housing for low-income families and individuals, including those with special needs. The Foundation is particularly interested in efforts that promote the development of permanent housing integrated with social and economic development services.

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## Program Description

*Community Service.* The Foundation supports both national and community-based K-12 service program models that involve young people in strengthening a neighborhood's ability to respond to critical human development, public safety, and environmental issues. It also extends support to a limited number of efforts that advance the community service field through coalition-building, quality assurance, and resource coordination.

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 make grants 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. The Foundation's interest in programs related to homelessness is restricted to those that emphasize specifically the realignment of existing community development and human service systems to respond more effectively to the needs of the homeless population. 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.

Family and Community Development: Organizations (by Category)	Grants Authorized 1994	Unpaid Grants 12/31/93	Payments Made 1994	Unpaid Grants 12/31/94
<i>Community Development</i>				
■ <b>ASIAN NEIGHBORHOOD DESIGN</b>				
San Francisco, California				
<i>For general support</i>	\$100,000			\$100,000
■ <b>CALIFORNIA REINVESTMENT COMMITTEE</b>				
San Francisco, California				
<i>For general support</i>	100,000		35,000	65,000
■ <b>CATHOLIC CHARITIES OF SANTA CLARA COUNTY</b>				
San Jose, California				
<i>For the Depot Commons project</i>	15,000		15,000	
<b>CENTER FOR COMMUNITY CHANGE</b>				
Washington, D.C.				
<i>For general support of the Bay Area and national offices</i>				
<i>(Awarded in 1992 for \$250,000)</i>				
		75,000	75,000	
■ <b>CENTER FOR URBAN FAMILY LIFE</b>				
Oakland, California				
<i>For general support</i>	50,000		50,000	
<b>CHINATOWN NEIGHBORHOOD IMPROVEMENT RESOURCE CENTER</b>				
San Francisco, California				
<i>For the Chinatown-Embarcadero Planning project</i>				
<i>(Awarded in 1991 for \$100,000)</i>				
		30,000	30,000	
■ <b>COMMUNITY DEVELOPMENT CORPORATION OF OAKLAND</b>				
Oakland, California				
<i>For general support</i>	50,000		50,000	
<b>EAST PALO ALTO COMMUNITY ALLIANCE AND NEIGHBORHOOD DEVELOPMENT ORGANIZATION</b>				
East Palo Alto, California				
<i>For general support</i>				
<i>(Awarded in 1993 for \$50,000)</i>				
		25,000	25,000	
■ <b>MEXICAN HERITAGE CORPORATION</b>				
San Jose, California				
<i>For general support</i>	50,000		50,000	
<b>NATIONAL ASSOCIATION OF COMMUNITY DEVELOPMENT LOAN FUNDS</b>				
Philadelphia, Pennsylvania				
<i>For general support</i>				
<i>(Awarded in 1993 for \$75,000)</i>				
		35,000		35,000

■ Grants newly authorized in 1994 are highlighted by square boxes.

<b>Family and Community Development: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>■ NATIONAL CONGRESS FOR COMMUNITY ECONOMIC DEVELOPMENT</b> Washington, D.C. <i>For general support</i>	80,000		40,000	40,000
<b>■ NATIONAL ECONOMIC DEVELOPMENT AND LAW CENTER</b> Oakland, California <i>For general support</i>	200,000		100,000	100,000
<b>■ PENINSULA CONSERVATION CENTER FOUNDATION</b> Palo Alto, California <i>For the East Palo Alto Historical and Agricultural Society</i>	80,000		45,000	35,000
<b>■ SAN FRANCISCO DEVELOPMENT FUND</b> San Francisco, California <i>For the Community Economic Development Lending Initiative</i>	75,000		75,000	
<b>SPANISH-SPEAKING UNITY COUNCIL</b> Oakland, California <i>For general support (Awarded in 1993 for \$75,000)</i>		30,000	30,000	
<b>■ TRI-CITY ECONOMIC DEVELOPMENT CORPORATION</b> Union City, California <i>For general support</i>	50,000		50,000	
<b>■ UNITED INDIAN NATIONS, INC.</b> Oakland, California <i>For the Community Mobilization and Capacity-Building program</i>	150,000		75,000	75,000
<b>WOMEN'S INITIATIVE FOR SELF-EMPLOYMENT</b> San Francisco, California <i>For general support (Awarded in 1993 for \$100,000)</i>		50,000	50,000	
<b><i>Family Support and Development</i></b>				
<b>AMERICAN ACADEMY OF ARTS AND SCIENCES</b> Cambridge, Massachusetts <i>For the Initiatives for Children program (Awarded in 1993 for \$300,000)</i>		150,000		150,000
<b>■ CALIFORNIA FAMILY ACTION</b> Oakland, California <i>For general support</i>	40,000		40,000	

<b>Family and Community Development: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>CENTER FOR A NEW GENERATION</b> East Palo Alto, California <i>For general support (Awarded in 1993 for \$180,000)</i>		90,000	90,000	
■ <b>CENTER ON BUDGET AND POLICY PRIORITIES</b> Washington, D.C. <i>For the Bay Area expansion of the WIC Medicaid and the Earned Income Tax Credit outreach campaigns</i>	225,000			225,000
■ <b>CHILD CARE LAW CENTER</b> San Francisco, California <i>For the Welfare Debate project</i>	90,000		45,000	45,000
<b>CHILDREN NOW</b> Oakland, California <i>For general support (Awarded in 1993 for \$175,000)</i>		75,000	75,000	
<b>COLEMAN CHILDREN AND YOUTH SERVICES</b> San Francisco, California <i>For general support (Awarded in 1992 for \$150,000)</i>		50,000		50,000
<b>EAST BAY COMMUNITY FOUNDATION, EAST BAY FUNDERS</b> Oakland, California <i>For general support (Awarded in 1992 for \$300,000)</i>		100,000		100,000
■ <b>FAMILY SERVICE AGENCY OF SAN FRANCISCO</b> San Francisco, California <i>For the Visitacion Valley Family Support Center</i>	150,000		75,000	75,000
■ <b>INNOVATIVE HOUSING</b> San Rafael, California <i>For the Parent-Child program</i>	100,000		50,000	50,000
<b>PENINSULA COMMUNITY FOUNDATION</b> San Mateo, California <i>For the Peninsula Partnership for Children, Youth, and Families in San Mateo County (Awarded in 1993 for \$100,000)</i>		50,000	50,000	
■ <b>SANTA CLARA COUNTY SOCIAL SERVICES AGENCY</b> San Jose, California <i>For the Administrative Practices Improvement project</i>	100,000		35,000	65,000

<b>Family and Community Development: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>URBAN STRATEGIES COUNCIL</b> Oakland, California <i>For general support (Awarded in 1993 for \$300,000)</i>		175,000	100,000	75,000
<i>Affordable Housing</i>				
■ <b>BRIDGE HOUSING CORPORATION</b> San Francisco, California <i>For general support</i>	150,000		50,000	100,000
<b>CALIFORNIA HOUSING PARTNERSHIP CORPORATION</b> Oakland, California <i>For general support (Awarded in 1993 for \$75,000)</i>		50,000	25,000	25,000
■ <b>COMMUNITY HOUSING DEVELOPMENT CORPORATION OF NORTH RICHMOND</b> Richmond, California <i>For general support</i>	30,000		30,000	
■ <b>CORPORATION FOR SUPPORTIVE HOUSING</b> New York, New York <i>For general support of Bay Area operations and the revolving loan and grant fund</i>	200,000		100,000	100,000
■ <b>LOCAL INITIATIVES SUPPORT CORPORATION</b> San Francisco, California <i>For the Bay Area Housing Support Collaborative</i>	300,000		150,000	150,000
<b>LOW-INCOME HOUSING FUND</b> San Francisco, California <i>For general support (Awarded in 1993 for \$100,000)</i>		50,000	50,000	
<b>LOW-INCOME HOUSING INFORMATION SERVICE</b> Washington, D.C. <i>For general support and for the National Housing Policy Initiative (Awarded in 1993 for \$165,000)</i>		50,000		50,000
■ <b>NON-PROFIT HOUSING ASSOCIATION OF NORTHERN CALIFORNIA</b> San Francisco, California <i>For general support</i>	125,000		50,000	75,000
<i>Community Service</i>				
■ <b>ALAMEDA COUNTY OFFICE OF EDUCATION</b> Hayward, California <i>For the Service Learning Partnership project</i>	25,000		25,000	

<b>Family and Community Development: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>BOYS AND GIRLS CLUB OF THE PENINSULA</b>				
Menlo Park, California				
<i>For educational activities</i>				
<i>(Awarded in 1992 for \$225,000)</i>				
		50,000	50,000	
■ <b>CAMP FIRE, INC., BAY AREA COUNCIL</b>				
San Francisco, California				
<i>For the Community Service project</i>				
	10,000		10,000	
■ <b>MID-PENINSULA YWCA</b>				
Palo Alto, California				
<i>For the Youth Community Service program</i>				
	25,000		25,000	
<b>NATIONAL ASSOCIATION OF SERVICE AND CONSERVATION CORPS</b>				
Washington, D.C.				
<i>For general support</i>				
<i>(Awarded in 1992 for \$300,000)</i>				
		100,000	100,000	
<b>POINTS OF LIGHT FOUNDATION</b>				
Washington, D.C.				
<i>For the California sites of the Communities as Places of Learning project</i>				
<i>(Awarded in 1993 for \$300,000)</i>				
		200,000		200,000
<b>SAN FRANCISCO URBAN SERVICE PROJECT</b>				
San Francisco, California				
<i>For general support</i>				
<i>(Awarded in 1993 for \$50,000)</i>				
		25,000	25,000	
<b>STANFORD UNIVERSITY, HAAS CENTER FOR PUBLIC SERVICE</b>				
Stanford, California				
<i>To integrate public service with academic study</i>				
<i>(Awarded in 1993 for \$150,000)</i>				
		100,000	50,000	50,000
■ <i>For Youth Service California</i>	125,000		65,000	60,000
 <i>Minority Leadership Development</i>				
■ <b>CENTER FOR THIRD WORLD ORGANIZING</b>				
Oakland, California				
<i>For the multicultural leadership development project</i>				
	50,000		30,000	20,000
■ <b>MID-PENINSULA YWCA</b>				
Palo Alto, California				
<i>For the diversity project</i>				
	5,000		5,000	



<b>Family and Community Development: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<i>Homelessness</i>				
■ <b>BERKELEY ECUMENICAL MINISTRIES FOUNDATION</b> Berkeley, California <i>For the homeless program</i>	40,000		40,000	
<b>CALIFORNIA HOMELESS AND HOUSING COALITION</b> Sacramento, California <i>For general support (Awarded in 1993 for \$125,000)</i>		50,000	50,000	
<b>CENTER FOR COMMON CONCERNS</b> San Francisco, California <i>For general support of the HomeBase project (Awarded in 1993 for \$125,000)</i>		50,000	50,000	
■ <b>CHRONICLE SEASON OF SHARING FUND</b> San Francisco, California <i>For general support</i>	30,000		30,000	
■ <b>FAMILY EMERGENCY SHELTER COALITION</b> Hayward, California <i>For general support</i>	40,000		20,000	20,000
■ <b>NORTHERN CALIFORNIA GRANTMAKERS</b> San Francisco, California <i>For general support of the Task Force on Homelessness</i>	150,000		150,000	
■ <b>RAPHAEL HOUSE OF SAN FRANCISCO</b> San Francisco, California <i>For the Aftercare program</i>	100,000		35,000	65,000
■ <b>SAN FRANCISCO BAR ASSOCIATION, VOLUNTEER LEGAL SERVICES PROGRAM</b> San Francisco, California <i>For the Homeless Advocacy project</i>	100,000		50,000	50,000
■ <b>SAN FRANCISCO STATE UNIVERSITY</b> San Francisco, California <i>For general support of the Bay Area Homelessness program</i>	150,000		75,000	75,000
<b>UNITED WAY OF THE BAY AREA</b> San Francisco, California <i>For general support of the Job Finders Network (Awarded in 1992 for \$30,000)</i>	(15,000)*		(15,000)*	

\* Unused portion of grant refunded.

Family and Community Development: Organizations (by Category)	Grants Authorized 1994	Unpaid Grants 12/31/93	Payments Made 1994	Unpaid Grants 12/31/94
<i>Other</i>				
■ <b>CENTER FOR ECONOMIC CONVERSION</b>				
Mountain View, California				
<i>For general support of the Bay Area Base Conversion project</i>				
	200,000		100,000	100,000
<b>COMMUNITY FOUNDATION OF SANTA CLARA COUNTY</b>				
San Jose, California				
<i>For the Current Giving Fund of the 1993-94 Palo Alto Weekly Holiday Fund Drive (Awarded in 1993 for \$5,000)</i>				
		5,000	5,000	
■ <b>NORTHERN CALIFORNIA GRANTMAKERS</b>				
San Francisco, California				
<i>For general support of the AIDS Task Force</i>				
	200,000		100,000	100,000
<b>TOTAL FAMILY AND COMMUNITY DEVELOPMENT</b>	<b>\$3,745,000<sup>‡</sup></b>	<b>\$1,665,000</b>	<b>\$2,885,000<sup>†</sup></b>	<b>\$2,525,000</b>

<sup>‡</sup>1994 authorizations (\$3,760,000) minus refund (\$15,000).

<sup>†</sup> 1994 payments (\$2,900,000) minus refund (\$15,000).

# Performing Arts

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## Program Description

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

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

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

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

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

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

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

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

Performing Arts: Organizations (by Category)	Grants Authorized 1994	Unpaid Grants 12/31/93	Payments Made 1994	Unpaid Grants 12/31/94
<i>Music</i>				
■ ASSOCIATION OF CALIFORNIA SYMPHONY ORCHESTRAS Sacramento, California <i>For a report on California symphony orchestras</i>	\$5,000		\$5,000	
BAY AREA WOMEN'S PHILHARMONIC San Francisco, California <i>For general support (Awarded in 1992 for \$105,000)</i>		30,000	30,000	
BERKELEY SYMPHONY ORCHESTRA Berkeley, California <i>For general support (Awarded in 1993 for \$150,000)</i>		100,000	50,000	50,000
■ CABRILLO MUSIC FESTIVAL Santa Cruz, California <i>For general support</i>	105,000		35,000	70,000
UNIVERSITY OF CALIFORNIA, BERKELEY Berkeley, California <i>For general support of the Young Musicians program (Awarded in 1990 for \$100,000)</i>		30,000	20,000	10,000
■ CARMEL BACH FESTIVAL, INC. Carmel-by-the-Sea, California <i>For general support</i>	105,000		35,000	70,000
■ CLASSICAL PHILHARMONIC OF NORTHERN CALIFORNIA San Leandro, California <i>For general support</i>	10,000		10,000	
■ COMMUNITY MUSIC CENTER San Francisco, California <i>For general support</i>	120,000		40,000	80,000
■ FREMONT SYMPHONY ORCHESTRA Fremont, California <i>For general support</i>	50,000		25,000	25,000
HUMANITIES WEST San Francisco, California <i>For general support (Awarded in 1992 for \$60,000)</i>		20,000	20,000	

■ Grants newly authorized in 1994 are highlighted by square boxes.

<b>Performing Arts: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>KRONOS PERFORMING ARTS ASSOCIATION</b> San Francisco, California <i>For general support (Awarded in 1992 for \$120,000)</i>		40,000	40,000	
■ <b>MIDSUMMER MOZART FESTIVAL</b> San Francisco, California <i>For general support</i>	25,000		25,000	
<b>MUSICAL TRADITIONS, INC., PAUL DRESHER ENSEMBLE</b> San Francisco, California <i>For general support (Awarded in 1992 for \$90,000)</i>		30,000	30,000	
<b>NAPA VALLEY SYMPHONY ASSOCIATION</b> Napa, California <i>For general support (Awarded in 1993 for \$75,000)</i>		50,000	25,000	25,000
■ <b>OAKLAND EAST BAY SYMPHONY</b> Oakland, California <i>For general support</i>	40,000		40,000	
■ <b>OPUS 90</b> Palo Alto, California <i>For general support</i>	5,000		5,000	
<b>PHILHARMONIA BAROQUE ORCHESTRA</b> San Francisco, California <i>For general support (Awarded in 1993 for \$150,000)</i>		100,000	50,000	50,000
■ <b>ROVA SAXOPHONE QUARTET</b> San Francisco, California <i>For general support</i>	20,000		20,000	
<b>SAN FRANCISCO CHANTICLEER</b> San Francisco, California <i>For general support (Awarded in 1993 for \$120,000)</i>		80,000	40,000	40,000
■ <b>SAN FRANCISCO CONTEMPORARY MUSIC PLAYERS</b> San Francisco, California <i>For general support</i>	105,000		35,000	70,000
■ <b>SAN FRANCISCO GIRLS CHORUS, INC.</b> San Francisco, California <i>For general support</i>	75,000		25,000	50,000

<b>Performing Arts: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>SAN FRANCISCO SYMPHONY</b>				
San Francisco, California				
<i>For youth education programs (Awarded in 1992 for \$450,000)</i>				
■ <i>For youth education programs</i>	450,000	150,000	150,000	375,000
<b>SANTA CRUZ COUNTY SYMPHONY ASSOCIATION</b>				
Santa Cruz, California				
<i>For general support</i>				
	45,000		15,000	30,000
<b>SANTA FE CHAMBER MUSIC FESTIVAL</b>				
Santa Fe, New Mexico				
<i>For general support to be matched for endowment (Awarded in 1989 for \$180,000)</i>				
		20,000	20,000	
 <i>Theatre and Music Theatre</i>				
<b>AMERICAN CONSERVATORY THEATER</b>				
San Francisco, California				
<i>For the Advanced Training program (Awarded in 1993 for \$160,000)</i>				
		80,000	80,000	
<b>BERKELEY REPERTORY THEATRE</b>				
Berkeley, California				
<i>For general support (Awarded in 1993 for \$200,000)</i>				
■ <i>For participation by a consortium of Bay Area theater professionals in the tenth biennial national conference of the Theatre Communications Group</i>	5,000	100,000	100,000	5,000
<b>UNIVERSITY OF CALIFORNIA, SANTA CRUZ</b>				
Santa Cruz, California				
<i>For general support of Shakespeare Santa Cruz</i>				
	120,000		40,000	80,000
<b>CALIFORNIA SHAKESPEARE FESTIVAL</b>				
Berkeley, California				
<i>For general support</i>				
	150,000		50,000	100,000
<b>EL TEATRO DE LA ESPERANZA</b>				
San Francisco, California				
<i>For the Isadora Aguirre Playwriting Lab and for Festival Latino</i>				
	30,000		10,000	20,000
<b>FEEDBACK PRODUCTIONS, INC.</b>				
San Francisco, California				
<i>For general support of Tale Spinners Theater</i>				
	15,000		15,000	

<b>Performing Arts: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>■ GEORGE COATES PERFORMANCE WORKS</b> San Francisco, California <i>For general support</i>	120,000		60,000	60,000
<b>■ MAGIC THEATRE, INC.</b> San Francisco, California <i>For general support</i>	100,000		50,000	50,000
<b>OPERA SAN JOSE</b> San Jose, California <i>For general support with special            emphasis on the Resident Artist            Training program            (Awarded in 1993 for \$100,000)</i>		50,000	50,000	
<b>OREGON SHAKESPEAREAN FESTIVAL            ASSOCIATION</b> Ashland, Oregon <i>For general support            (Awarded in 1992 for \$165,000)</i>		55,000	55,000	
<b>■ PENINSULA CIVIC LIGHT OPERA</b> San Mateo, California <i>For general support</i>	40,000		20,000	20,000
<b>■ PERSONA GRATA PRODUCTIONS, INC.</b> San Francisco, California <i>For general support</i>	15,000		15,000	
<b>■ PLAYWRIGHTS FOUNDATION</b> San Francisco, California <i>For the Bay Area Playwrights Festival</i>	10,000		10,000	
<b>POCKET OPERA COMPANY, INC.</b> San Francisco, California <i>For general support            (Awarded in 1993 for \$80,000)</i>		40,000	40,000	
<b>SAN FRANCISCO OPERA ASSOCIATION</b> San Francisco, California <i>For general support of the Opera Center            (Awarded in 1993 for \$450,000)</i>		300,000	250,000	50,000
<b>■ SAN JOSE CIVIC LIGHT OPERA</b> San Jose, California <i>For general support, with a focus on            educational programs</i>	45,000		15,000	30,000
<b>■ SAN JOSE REPERTORY THEATRE</b> San Jose, California <i>For general support</i>	150,000		75,000	75,000



<b>Performing Arts: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<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 (Awarded in 1993 for \$120,000)</i>		40,000		40,000
<b>■ SOON 3 THEATRE</b> San Francisco, California <i>For general support</i>	60,000		20,000	40,000
<b>■ THEATER ARTAUD</b> San Francisco, California <i>For general support</i>	200,000		60,000	140,000
<b>THEATRE BAY AREA</b> San Francisco, California <i>For general support (Awarded in 1993 for \$40,000)</i>		20,000	20,000	
<b>THEATREWORKS</b> Palo Alto, California <i>For general support (Awarded in 1992 for \$105,000)</i>		25,000	25,000	
<b>■ WEST BAY OPERA ASSOCIATION, INC.</b> Palo Alto, California <i>For general support</i>	80,000		40,000	40,000
<b><i>Dance</i></b>				
<b>■ BERKELEY CITY BALLET</b> Berkeley, California <i>For general support</i>	25,000		25,000	
<b>CIRCUIT NETWORK</b> San Francisco, California <i>For general support (Awarded in 1992 for \$40,000)</i>		20,000	20,000	
<b>■ For general support</b>	40,000		20,000	20,000
<b>■ DANCE ASSOCIATION/RUTH LANGRIDGE DANCE COMPANY</b> Belvedere, California <i>For general support</i>	45,000		15,000	30,000
<b>■ DANCE THROUGH TIME</b> San Francisco, California <i>For general support</i>	75,000		25,000	50,000

<b>Performing Arts: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>DANCE/USA</b> Washington, D.C. <i>For general support</i> <i>(Awarded in 1993 for \$40,000)</i>		20,000		20,000
<b>DANCERS' GROUP/FOOTWORK STUDIO</b> San Francisco, California <i>For general support</i> <i>(Awarded in 1993 for \$60,000)</i>		40,000	20,000	20,000
<b>DELLA DAVIDSON DANCE COMPANY</b> San Francisco, California <i>For general support</i> <i>(Awarded in 1993 for \$35,000)</i>		20,000	20,000	
<b>DIMENSIONS DANCE THEATER</b> Oakland, California <i>For general support</i> <i>(Awarded in 1993 for \$45,000)</i>		30,000	15,000	15,000
■ <b>ELLEN WEBB DANCE FOUNDATION</b> Oakland, California <i>For the Talking Dance project and for general support</i>	30,000		10,000	20,000
<b>FRIENDS OF OLYMPIA STATION, INC., TANDY BEAL &amp; COMPANY</b> Santa Cruz, California <i>For general support</i> <i>(Awarded in 1993 for \$40,000)</i>		20,000	20,000	
<b>JOE GOODE PERFORMANCE GROUP</b> San Francisco, California <i>For general support</i> <i>(Awarded in 1993 for \$40,000)</i>		20,000	20,000	
■ <b>JUNE WATANABE DANCE COMPANY</b> San Rafael, California <i>For general support</i>	20,000		20,000	
■ <b>LINES CONTEMPORARY BALLET</b> San Francisco, California <i>For general support</i>	100,000		50,000	50,000
■ <b>MARGARET JENKINS DANCE COMPANY</b> San Francisco, California <i>For general support</i>	135,000		45,000	90,000
<b>OAKLAND BALLET</b> Oakland, California <i>For general support</i> <i>(Awarded in 1993 for \$200,000)</i>		150,000	100,000	50,000

<b>Performing Arts: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>OBERLIN DANCE COLLECTIVE</b> San Francisco, California <i>For general support (Awarded in 1992 for \$120,000)</i>		40,000	40,000	
■ <b>PENINSULA BALLET THEATRE</b> San Mateo, California <i>For general support</i>	40,000		20,000	20,000
<b>SAN FRANCISCO BALLET ASSOCIATION</b> San Francisco, California <i>For the San Francisco Ballet School (Awarded in 1993 for \$300,000)</i>		200,000	50,000	150,000
<b>SAN JOSE CLEVELAND BALLET</b> San Jose, California <i>For general support (Awarded in 1993 for \$75,000)</i>		50,000	50,000	
■ <i>For general support</i>	75,000		75,000	
<b>ZOHCO</b> Palo Alto, California <i>For general support (Awarded in 1993 for \$90,000)</i>		60,000	30,000	30,000
 <i>Film and Video</i>				
■ <b>BAY AREA VIDEO COALITION</b> San Francisco, California <i>For general support</i>	65,000		35,000	30,000
■ <b>BLACK FILMMAKERS HALL OF FAME, INC.</b> Oakland, California <i>For general support, with a focus on workshops and symposia</i>	20,000		20,000	
<b>FILM ARTS FOUNDATION</b> San Francisco, California <i>For general support (Awarded in 1993 for \$90,000)</i>		60,000	30,000	30,000
<b>FOUNDATION FOR ART IN CINEMA / SAN FRANCISCO CINEMATHEQUE</b> San Francisco, California <i>For general support (Awarded in 1992 for \$60,000)</i>		20,000	20,000	

Performing Arts: Organizations (by Category)	Grants Authorized 1994	Unpaid Grants 12/31/93	Payments Made 1994	Unpaid Grants 12/31/94
<i>Supporting Services</i>				
■ <b>ARTS COUNCIL OF SANTA CLARA COUNTY</b>				
San Jose, California				
<i>For general support and for the regranting program</i>				
	100,000		50,000	50,000
<b>BUSINESS-ARTS COUNCIL, INC.</b>				
San Francisco, California				
<i>For general support of Business Volunteers for the Arts/San Francisco and for affiliated programs</i>				
<i>(Awarded in 1993 for \$100,000)</i>				
		66,000	33,000	33,000
<b>UNIVERSITY OF CALIFORNIA, BERKELEY, CAL PERFORMANCES</b>				
Berkeley, California				
<i>For general support of the classical music performances and the Berkeley Festival and Exhibition</i>				
<i>(Awarded in 1993 for \$200,000)</i>				
		100,000	100,000	
<b>CALIFORNIA CONFEDERATION OF THE ARTS</b>				
Sacramento, California				
<i>For general support</i>				
<i>(Awarded in 1993 for \$75,000)</i>				
		50,000	25,000	25,000
<b>CALIFORNIA LAWYERS FOR THE ARTS</b>				
San Francisco, California				
<i>For general support of the San Francisco office</i>				
<i>(Awarded in 1992 for \$60,000)</i>				
		20,000	20,000	
<b>CITY CELEBRATION</b>				
San Francisco, California				
<i>For general support</i>				
<i>(Awarded in 1993 for \$120,000)</i>				
		80,000	40,000	40,000
■ <b>CLIMATE THEATRE</b>				
San Francisco, California				
<i>For the Solo/Mio Festival</i>				
	20,000		20,000	
<b>COMMUNITY FOUNDATION OF SANTA CLARA COUNTY</b>				
San Jose, California				
<i>For the Silicon Valley Arts Fund and the Partners Regranting program</i>				
<i>(Awarded in 1992 for \$575,000)</i>				
		270,000	270,000	

<b>Performing Arts: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>CULTURAL COUNCIL OF SANTA CRUZ COUNTY</b> Aptos, California <i>For general support and for the regranting program</i> <i>(Awarded in 1993 for \$100,000)</i>		50,000	50,000	
<b>EAST BAY CENTER FOR THE PERFORMING ARTS</b> Richmond, California <i>For general support</i> <i>(Awarded in 1993 for \$120,000)</i>		80,000	40,000	40,000
■ <b>80 LANGTON STREET/ NEW LANGTON ARTS</b> San Francisco, California <i>For general support and for the regranting program</i>	20,000		20,000	
■ <b>FOOTHILL-DE ANZA COLLEGES FOUNDATION</b> Los Altos Hills, California <i>For general support of the Festival of the Arts</i>	30,000		15,000	15,000
■ <b>GOOD SOUND FOUNDATION</b> Woodside, California <i>For general support</i>	25,000		25,000	
■ <b>GRANTMAKERS IN THE ARTS</b> Philadelphia, Pennsylvania <i>For the publication "Alternative Futures"</i>	10,000		10,000	
■ <b>HEADLANDS ART CENTER</b> Sausalito, California <i>For the interdisciplinary performance series</i>	20,000		20,000	
■ <b>INTERSECTION FOR THE ARTS</b> San Francisco, California <i>For general support</i>	50,000		25,000	25,000
<b>JAZZ IN THE CITY</b> San Francisco, California <i>For general support of the Jazz Masters program</i> <i>(Awarded in 1993 for \$70,000)</i>		35,000	35,000	
■ <b>LIFE ON THE WATER</b> San Francisco, California <i>For general support</i>	25,000		25,000	

<b>Performing Arts: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>MONTALVO ASSOCIATION</b> Saratoga, California <i>For general support of the classical music performances and the Discovery Series (Awarded in 1993 for \$50,000)</i>		25,000	25,000	
■ <b>NATIONAL CULTURAL ALLIANCE</b> Washington, DC <i>For general support</i>	10,000		10,000	
■ <b>NONPROFIT FACILITIES FUND</b> New York, New York <i>For the Bay Area Cultural Facilities Fund</i>	110,000		70,000	40,000
<b>OLD FIRST CENTER FOR THE ARTS</b> San Francisco, California <i>For the Old First Concerts (Awarded in 1993 for \$45,000)</i>		30,000	15,000	15,000
■ <b>SAN FRANCISCO FOUNDATION</b> San Francisco, California <i>For the California Arts Council's Economic Impact Study of the Arts</i>	10,000		10,000	
■ <b>SAN FRANCISCO PERFORMANCES</b> San Francisco, California <i>For general support and for the Alexander String Quartet residency program</i>	225,000		75,000	150,000
■ <b>SAN FRANCISCO PERFORMING ARTS LIBRARY AND MUSEUM</b> San Francisco, California <i>For general support</i>	150,000		50,000	100,000
■ <b>STANFORD UNIVERSITY</b> Stanford, California <i>For general support of Lively Arts at Stanford</i>	25,000		25,000	
■ <b>STERN GROVE FESTIVAL</b> San Francisco, California <i>For general support</i>	60,000		20,000	40,000
■ <b>THE.ART.RE.GRUP, INC.</b> San Francisco, California <i>For general support of The Lab</i>	40,000		20,000	20,000
<b>TOTAL PERFORMING ARTS</b>	<b>\$3,925,000</b>	<b>\$2,916,000</b>	<b>\$3,933,000</b>	<b>\$2,908,000</b>

# Population

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**R**apid population growth continues to be a significant world-wide problem, despite the impact organized family planning programs have had in reducing fertility. In 1994 the Foundation continued its program of grants in social science research and training, international family planning and development activities, domestic family planning activities, and education of policymakers, as reflected in the grants list that follows. However, in 1995 the Foundation's Board approved modifications in the population program to reflect three primary goals: to increase the involvement of the public and private sectors, the media, and educational institutions in population issues; to improve the delivery of family planning and related reproductive health services; and to evaluate and help replicate the impact of educational and economic development activities on fertility. U.S. population issues are also of concern but represent a smaller proportion of the Foundation's annual program budget.

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## Program Description

Within these three priorities, the Foundation will support a range of activities. Specific interests include the following areas:

- Policy-oriented research and educational activities that inform policymakers both in the U.S. and abroad about the importance of population issues and the relevance of demographic change to other aspects of human welfare. The Foundation emphasizes efforts to expand the availability of financial resources and, through training, human resources to address population issues.
- Programs that develop and disseminate the knowledge and techniques needed to improve the quality and effectiveness of family planning activities. Support is also provided to evaluate the cost and practicality of programs that address broader reproductive health concerns in conjunction with family planning.
- Human development activities and interventions that affect fertility, such as programs which enhance women's economic and educational opportunities, improve their legal rights, diminish gender inequities, and foster female self-determination. Preference will be given to programs that include assessment of the cost and practicality of larger scale replication and evaluation of their impact on fertility behavior.

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Grants are made primarily to U.S.-based organizations, but there are no geographic limitations on support for research, family planning projects, or training. While the focus of such activities will be on developing countries, selected U.S. organizations that engage in highly leveraged domestic family planning activities also remain eligible for support.

The Foundation generally provides organizational, rather than project, support and favors those organizations that seek to bridge the gap between research, policy formulation, and program implementation. The Foundation does not ordinarily support bio-medical research on reproduction.



Population: Organizations (by Category)	Grants Authorized 1994	Unpaid Grants 12/31/93	Payments Made 1994	Unpaid Grants 12/31/94
<i>Social Science Research and Training</i>				
<b>ALAN GUTTMACHER INSTITUTE</b>				
New York, New York				
<i>For policy analysis</i>				
<i>(Awarded in 1993 for \$1,000,000)</i>				
		\$330,000		\$330,000
<b>BROWN UNIVERSITY, POPULATION STUDIES AND TRAINING CENTER</b>				
Providence, Rhode Island				
<i>For general support</i>				
<i>(Awarded in 1989 for \$700,000)</i>				
		40,000		40,000
■	<i>For general support</i>	525,000		525,000
<b>UNIVERSITY OF CALIFORNIA, SAN FRANCISCO, INSTITUTE FOR HEALTH POLICY STUDIES</b>				
San Francisco, California				
<i>For the Center for Reproductive Health Policy Research</i>				
<i>(Awarded in 1993 for \$400,000)</i>				
		133,000		133,000
■	<b>CENTRO BRASILEIRO DE ANALISE E PLANEJAMENTO</b>			
	São Paulo, Brazil			
	<i>For the Consortium for Research on Television and Reproductive Behavior</i>	400,000		400,000
<b>UNIVERSITY OF CHICAGO, POPULATION RESEARCH CENTER</b>				
Chicago, Illinois				
<i>For training and research activities</i>				
<i>(Awarded in 1993 for \$220,000)</i>				
		110,000		110,000
■	<b>CHULALONGKORN UNIVERSITY, INSTITUTE OF POPULATION STUDIES</b>			
	Bangkok, Thailand			
	<i>For general support</i>	75,000	25,000	50,000
<b>COLUMBIA UNIVERSITY, CENTER FOR POPULATION AND FAMILY HEALTH</b>				
New York, New York				
<i>For general support</i>				
<i>(Awarded in 1990 for \$750,000)</i>				
		150,000		150,000
<b>CORNELL UNIVERSITY, POPULATION AND DEVELOPMENT PROGRAM</b>				
Ithaca, New York				
<i>For general support</i>				
<i>(Awarded in 1993 for \$420,000)</i>				
		140,000		140,000

■ Grants newly authorized in 1994 are highlighted by square boxes.

<b>Population: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>■ UNIVERSITY OF COSTA RICA</b> San Jose, Costa Rica <i>For general support of the Central American            Population program</i>	50,000			50,000
<b>EAST-WEST CENTER, PROGRAM ON            POPULATION</b> Honolulu, Hawaii <i>For fertility-related research and training            (Awarded in 1992 for \$180,000)</i>		60,000	60,000	
<b>JOHNS HOPKINS UNIVERSITY, SCHOOL            OF HYGIENE AND PUBLIC HEALTH</b> Baltimore, Maryland <i>For general support of the Hopkins            Population Center            (Awarded in 1990 for \$750,000)</i>		150,000		150,000
<b>■ MAHIDOL UNIVERSITY, INSTITUTE FOR            POPULATION AND SOCIAL RESEARCH</b> Nakhornpathom, Thailand <i>For general support</i>	150,000		50,000	100,000
<b>UNIVERSITY OF MARYLAND, COLLEGE OF            BEHAVIORAL AND SOCIAL SCIENCE</b> College Park, Maryland <i>For the Center on Population, Gender,            and Social Inequality            (Awarded in 1992 for \$240,000)</i>		80,000		80,000
<b>UNIVERSITY OF MICHIGAN</b> Ann Arbor, Michigan <i>For the Population Studies Center            and the Center for Population Planning            (Awarded in 1989 for \$900,000)</i>		300,000	120,000	180,000
<b>NATIONAL ACADEMY OF SCIENCES,            COMMITTEE ON POPULATION</b> Washington, D.C. <i>For general support of international            policy analysis activities            (Awarded in 1993 for \$250,000)</i>		125,000		125,000
<b>UNIVERSITY OF NORTH CAROLINA,            CAROLINA POPULATION CENTER</b> Chapel Hill, North Carolina <i>For general support of population            research and training            (Awarded in 1990 for \$750,000)</i>		150,000		150,000
<b>UNIVERSITY OF PENNSYLVANIA,            GRADUATE GROUP IN DEMOGRAPHY</b> Philadelphia, Pennsylvania <i>To support training and research            (Awarded in 1991 for \$750,000)</i>		150,000		150,000

<b>Population: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>PENNSYLVANIA STATE UNIVERSITY, POPULATION RESEARCH INSTITUTE</b> University Park, Pennsylvania <i>For general support (Awarded in 1992 for \$390,000)</i>		130,000		130,000
<b>POPULATION ASSOCIATION OF AMERICA</b> Washington, D.C. <i>For general support of international activities (Awarded in 1993 for \$120,000)</i>		80,000		80,000
■ <b>POPULATION COUNCIL</b> Mexico City, Mexico <i>For the Gender, Family, and Development program</i>	400,000			400,000
<b>POPULATION COUNCIL</b> New York, New York <i>For the Research Division (Awarded in 1993 for \$1,095,000)</i>		365,000		365,000
<b>POPULATION REFERENCE BUREAU, INC.</b> Washington, D.C. <i>For general support of international policy analysis activities (Awarded in 1993 for \$300,000)</i>		200,000		200,000
<b>PRINCETON UNIVERSITY, OFFICE OF POPULATION RESEARCH</b> Princeton, New Jersey <i>For general support of population research and training (Awarded in 1990 for \$500,000)</i>		100,000	100,000	
<b>RAND CORPORATION, FAMILY IN ECONOMIC DEVELOPMENT CENTER</b> Santa Monica, California <i>For general support of population research and training (Awarded in 1993 for \$270,000)</i>		90,000		90,000
<b>UNIVERSITY OF SOUTHERN CALIFORNIA, POPULATION RESEARCH LABORATORY</b> Los Angeles, California <i>For general support of research and training (Awarded in 1992 for \$240,000)</i>		80,000		80,000
<b>UNIVERSITY OF TEXAS, AUSTIN, POPULATION RESEARCH CENTER</b> Austin, Texas <i>For general support of research in or on developing countries and for foreign student training (Awarded in 1992 for \$650,000)</i>		260,000		260,000

Population: Organizations (by Category)	Grants Authorized 1994	Unpaid Grants 12/31/93	Payments Made 1994	Unpaid Grants 12/31/94
<p>■ UNIVERSIDADE FEDERALE DE MINAS GERAIS, CENTER OF REGIONAL DEVELOPMENT AND PLANNING (CEDEPLAR) Minas Gerais, Brazil <i>For general support</i></p>	150,000		50,000	100,000
<p>UNIVERSITY OF WASHINGTON, CENTER FOR STUDIES IN DEMOGRAPHY AND ECOLOGY Seattle, Washington <i>For general support of population research and training (Awarded in 1993 for \$270,000)</i></p>		90,000		90,000
<p>■ WESTERN CONSORTIUM FOR PUBLIC HEALTH, PACIFIC INSTITUTE FOR WOMEN'S HEALTH Los Angeles, California <i>For the Demographic and Health Outcomes of Economic Integration in the Americas research program</i></p>	450,000			450,000
<b><i>International Family Planning and Development Activities</i></b>				
<p>ACADEMIA MEXICANA DE INVESTIGACION EN DEMOGRAFIA MEDICA Mexico City, Mexico <i>For general support (Awarded in 1993 for \$225,000)</i></p>		150,000		150,000
<p>■ AFRICAN MEDICAL AND RESEARCH FOUNDATION New York, New York <i>For the Family Health Unit</i></p>	600,000			600,000
<p>ASIA FOUNDATION San Francisco, California <i>For general support of a family planning program in Nepal (Awarded in 1992 for \$400,000)</i></p>		100,000	100,000	
<p>ASSOCIATION FOR VOLUNTARY SURGICAL CONTRACEPTION, INC. New York, New York <i>To initiate or continue programs in several countries, primarily in Latin America and sub-Saharan Africa (Awarded in 1992 for \$500,000)</i></p>		55,000	55,000	
<p>■ CENTRE FOR DEVELOPMENT AND POPULATION ACTIVITIES Washington, D.C. <i>For family planning services and related activities</i></p>	500,000		167,000	333,000

<b>Population: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>■ FEDERACION MEXICANA DE ASOCIACIONES PRIVADAS DE SALUD Y DESARROLLO COMUNITARIO</b> Ciudad Juarez, Mexico <i>For general support</i>	200,000			200,000
<b>■ FUNDACION MEXICANA PARA LA PLANEACION FAMILIAR</b> Mexico City, Mexico <i>For general support</i>	300,000		100,000	200,000
<b>■ INSTITUTE FOR DEVELOPMENT TRAINING</b> Chapel Hill, North Carolina <i>For general support</i>	7,500		7,500	
<b>INTERNATIONAL PLANNED PARENTHOOD FEDERATION/WESTERN HEMISPHERE REGION</b> New York, New York <i>For adolescent projects (Awarded in 1992 for \$300,000)</i>		38,000	38,000	
<b>INTERNATIONAL PROJECTS ASSISTANCE SERVICES</b> Carrboro, North Carolina <i>For general support (Awarded in 1993 for \$450,000)</i>		150,000		150,000
<b>■ INTERNATIONAL WOMEN'S HEALTH COALITION</b> New York, New York <i>For general support</i>	405,000		135,000	270,000
<b>MANAGEMENT SCIENCES FOR HEALTH, POPULATION PROGRAM</b> Newton, Massachusetts <i>For an experimental project to increase the rates of contraceptive use in three developing countries (Awarded in 1992 for \$570,000)</i>		285,000	285,000	
<b>PARTNERS OF THE AMERICAS</b> Washington, D.C. <i>For family planning activities (Awarded in 1993 for \$210,000)</i>		70,000		70,000
<b>■ PATHFINDER INTERNATIONAL</b> Watertown, Massachusetts <i>For projects in Ethiopia, Tanzania, Uganda, and South Africa</i>	750,000			750,000
<b>■ PLANNED PARENTHOOD FEDERATION OF AMERICA, INC.</b> New York, New York <i>For the international programs</i>	550,000			550,000

Population: Organizations (by Category)	Grants Authorized 1994	Unpaid Grants 12/31/93	Payments Made 1994	Unpaid Grants 12/31/94
<b>■ PLANNED PARENTHOOD OF NEW YORK CITY, MARGARET SANGER CENTER INTERNATIONAL</b> New York, New York <i>For the South Africa Initiative</i>	450,000		150,000	300,000
<b>■ PLANNING ASSISTANCE</b> Washington, D.C. <i>For general support of the population program</i>	450,000		150,000	300,000
<b>POPULATION SERVICES INTERNATIONAL</b> Washington, D.C. <i>For general support (Awarded in 1992 for \$770,000)</i>		191,000		191,000
<b>PROGRAM FOR APPROPRIATE TECHNOLOGY IN HEALTH</b> Seattle, Washington <i>For general support of family planning activities (Awarded in 1992 for \$1,050,000)</i>		150,000	150,000	
<b>SAVE THE CHILDREN</b> Westport, Connecticut <i>For a family planning project in The Gambia (Awarded in 1992 for \$185,000)</i>		123,000	62,000	61,000
<b>WORLD NEIGHBORS</b> Oklahoma City, Oklahoma <i>For family planning activities (Awarded in 1993 for \$285,000)</i>		95,000		95,000

### *Domestic Family Planning Activities*

<b>ADVOCATES FOR YOUTH</b> Washington, D.C. <i>For the domestic affairs program (Awarded in 1993 for \$200,000)</i>		100,000	100,000	
<b>UNIVERSITY OF COLORADO, DENVER</b> Denver, Colorado <i>For general support of the Health Sciences Center (Awarded in 1993 for \$150,000)</i>		100,000	50,000	50,000
<b>LOS ANGELES COUNTY/USC MEDICAL CENTER</b> Los Angeles, California <i>For general support (Awarded in 1991 for \$365,000)</i>		110,000		110,000

<b>Population: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>MEHARRY MEDICAL COLLEGE, DEPARTMENT OF OBSTETRICS AND GYNECOLOGY</b> Nashville, Tennessee <i>For the "I Have a Future" teen pregnancy prevention program (Awarded in 1992 for \$285,000)</i>		142,000	142,000	
<b>NATIONAL FAMILY PLANNING AND REPRODUCTIVE HEALTH ASSOCIATION</b> Washington, D.C. <i>For general support (Awarded in 1992 for \$150,000)</i>		40,000	40,000	
<b>PLANNED PARENTHOOD FEDERATION OF AMERICA, INC.</b> New York, New York <i>For general support of domestic activities (Awarded in 1992 for \$450,000)</i>		150,000		150,000
<b>PLANNED PARENTHOOD FEDERATION OF AMERICA, INC. / WESTERN REGION</b> San Francisco, California <i>For general support of a multi-affiliate program to recruit clients and increase financial stability (Awarded in 1993 for \$450,000)</i>		300,000		300,000
<b>SOCIAL RESEARCH APPLICATIONS</b> Los Altos, California <i>For the NationalNet technical assistance project (Awarded in 1993 for \$50,000)</i>		25,000	25,000	
<b><i>Education of Policymakers</i></b>				
<b>AMERICAN UNIVERSITY</b> Washington, D.C. <i>For general support of the Women and International Law program</i>	125,000		125,000	
<b>CHILD TRENDS, INC.</b> Washington, D.C. <i>For disseminating information regarding children and families</i>	300,000		100,000	200,000
<b>INDEPENDENT COMMISSION ON POPULATION AND QUALITY OF HUMAN LIFE</b> Paris, France <i>For general support (Awarded in 1992 for \$200,000)</i>		100,000	100,000	

<b>Population: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>■ INTERNATIONAL FOUNDATION FOR EDUCATION AND SELF-HELP</b> Phoenix, Arizona <i>For the family planning initiative of the African-African American Summit</i>	450,000			450,000
<b>■ POPULATION ACTION INTERNATIONAL</b> Washington, D.C. <i>For general support</i>	225,000		75,000	150,000
<b>SEX INFORMATION AND EDUCATION COUNCIL OF THE UNITED STATES</b> New York, New York <i>For international activities (Awarded in 1993 for \$160,000)</i>		80,000	80,000	
<b>■ SOCIETY OF PHYSICIANS FOR REPRODUCTIVE HEALTH AND CHOICE, INC.</b> Washington, D.C. <i>For general support of the Evergreen Group</i>	150,000			150,000
<b>■ TIDES FOUNDATION, U.S. NETWORK FOR CAIRO, 1994</b> San Francisco, California <i>For activities related to the International Conference on Population and Development</i>	25,000		25,000	
<b>TOTAL POPULATION</b>	\$7,687,500	\$5,867,000	\$2,666,500	\$10,888,000



# Special Projects

Special Projects: Organizations (by Category)	Grants Authorized 1994	Unpaid Grants 12/31/93	Payments Made 1994	Unpaid Grants 12/31/94
<i>Public Policy</i>				
■ <b>BROOKINGS INSTITUTION</b> Washington, D.C. <i>For general support</i>	\$400,000		\$200,000	\$200,000
<b>UNIVERSITY OF CALIFORNIA, BERKELEY, CONSORTIUM FOR THE STUDY OF SOCIETY AND EDUCATION</b> Berkeley, California <i>For research (Awarded in 1993 for \$150,000)</i>		150,000	50,000	100,000
■ <b>UNIVERSITY OF CALIFORNIA, BERKELEY, GRADUATE SCHOOL OF PUBLIC POLICY</b> Berkeley, California <i>For the Wildavsky Forum for Public Policy</i>	30,000		30,000	
■ <b>CENTER FOR GOVERNMENTAL STUDIES</b> Los Angeles, California <i>For the California Citizens Budget Commission</i>	50,000		50,000	
<b>CENTER ON BUDGET AND POLICY PRIORITIES</b> Washington, D.C. <i>For general support (Awarded in 1991 for \$225,000)</i>		75,000	75,000	
■ <b>PUBLIC AGENDA FOUNDATION</b> New York, New York <i>For general support</i>	250,000		250,000	
■ <b>UNIVERSITY OF SOUTHERN CALIFORNIA, CALIFORNIA POLICY CHOICES</b> Los Angeles, California <i>For the completion of volume 9 of California Policy Choices</i>	25,000		25,000	
■ <b>UNIVERSITY OF SOUTHERN CALIFORNIA, CENTER FOR INTERNATIONAL STUDIES</b> Los Angeles, California <i>For the Pacific Council on International Policy</i>	250,000			250,000
<b>STANFORD UNIVERSITY</b> Stanford, California <i>For general support of the Center for Economic Policy Research (Awarded in 1993 for \$200,000)</i>		100,000	100,000	

■ Grants newly authorized in 1994 are highlighted by square boxes.

<b>Special Projects: Organizations (by Category)</b>	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
<b>Nonprofit Service Organizations</b>				
■ <b>COUNCIL ON FOUNDATIONS</b>				
Washington, D.C.				
<i>For the Regional Initiative project</i>	50,000		50,000	
<b>FOUNDATION CENTER</b>				
New York, New York				
<i>For general support (Awarded in 1993 for \$180,000)</i>		120,000	60,000	60,000
<b>INDEPENDENT SECTOR</b>				
Washington, D.C.				
<i>For general support (Awarded in 1992 for \$300,000)</i>		100,000	100,000	
■ <b>INVESTMENT FUND FOR FOUNDATIONS</b>				
Charlottesville, Virginia				
<i>For general support</i>	25,000		25,000	
■ <b>SUPPORT CENTER FOR NONPROFIT MANAGEMENT</b>				
San Francisco, California				
<i>For the Center for Excellence in Nonprofits</i>	25,000		25,000	

## Literacy

<b>APPLIED BEHAVIORAL AND COGNITIVE SCIENCES, INC.</b>				
El Cajon, California				
<i>For the Consortium for Workforce Education and Lifelong Learning (Awarded in 1992 for \$450,000)</i>		150,000	150,000	
<b>LITERACY SOUTH</b>				
Durham, North Carolina				
<i>For general support (Awarded in 1993 for \$375,000)</i>		375,000	125,000	250,000
<b>NATIONAL GOVERNORS' ASSOCIATION</b>				
Washington, D.C.				
<i>For the State Literacy Exchange (Awarded in 1992 for \$150,000)</i>		75,000	75,000	
<b>SOUTHPORT INSTITUTE FOR POLICY ANALYSIS</b>				
Washington, D.C.				
<i>For general support (Awarded in 1992 for \$400,000)</i>		100,000		100,000

Special Projects: Organizations (by Category)	Grants Authorized 1994	Unpaid Grants 12/31/93	Payments Made 1994	Unpaid Grants 12/31/94
<i>Earthquake Recovery</i>				
<i>For earthquake recovery</i>				
■ AMERICAN RED CROSS, LOS ANGELES CHAPTER Los Angeles, California	50,000		50,000	
■ CALIFORNIA COMMUNITY FOUNDATION Los Angeles, California	50,000		50,000	
■ CATHOLIC CHARITIES Los Angeles, California	50,000		50,000	
■ DIRECT RELIEF INTERNATIONAL Santa Barbara, California	50,000		50,000	
■ SALVATION ARMY, SOUTHERN CALIFORNIA DIVISIONAL HEADQUARTERS Los Angeles, California	50,000		50,000	
■ UNITED WAY OF GREATER LOS ANGELES Los Angeles, California	50,000		50,000	
<i>Other</i>				
AMERICAN ACADEMY OF ARTS AND SCIENCES Cambridge, Massachusetts <i>For general support (Awarded in 1989 for \$600,000)</i>		120,000	120,000	
■ AMERICAN ACADEMY OF ARTS AND SCIENCES, WESTERN CENTER Irvine, California <i>For a publication on university-industry relationships</i>	27,000		27,000	
■ AMERICAN COUNCIL ON EDUCATION Washington, D.C. <i>For the project on American colleges' and universities' response to crises</i>	10,000		10,000	
■ AMERICAN FRIENDS OF CAMBRIDGE UNIVERSITY New York, New York <i>For the Clare Hall Fund</i>	50,000		50,000	
■ AMERICAN PHYSICAL SOCIETY College Park, Maryland <i>For the IDEAS project of the Campaign for Physics</i>	100,000		100,000	

Special Projects: Organizations (by Category)	Grants Authorized 1994	Unpaid Grants 12/31/93	Payments Made 1994	Unpaid Grants 12/31/94
<p>■ <b>CENTER FOR ADVANCED STUDY IN THE BEHAVIORAL SCIENCES</b> Stanford, California <i>For the endowment for international fellows</i></p>	500,000			500,000
<p><b>EMORY UNIVERSITY</b> Atlanta, Georgia <i>For general support of the Carter Center (Awarded in 1992 for \$450,000)</i></p>		106,000	106,000	
<p>■ <b>FINE ARTS MUSEUMS OF SAN FRANCISCO</b> San Francisco, California <i>To renovate the Palace of the Legion of Honor</i></p>	250,000		250,000	
<p><b>FIRST NATIONS DEVELOPMENT INSTITUTE</b> Fredericksburg, Virginia <i>For the Funders' Collaborative for American Indian Development (Awarded in 1993 for \$450,000)</i></p>		300,000		300,000
<p><b>GRADUATE THEOLOGICAL UNION</b> Berkeley, California <i>To create a presidential discretionary fund endowment (Awarded in 1992 for \$200,000)</i></p>		142,000	31,000	111,000
<p>■ <b>MISSOURI BOTANICAL GARDEN</b> Saint Louis, Missouri <i>For the Flora of North America program</i></p>	50,000		50,000	
<p>■ <b>NATIONAL PUBLIC RADIO, INC.</b> Washington, D.C. <i>For general support</i></p>	300,000		100,000	200,000
<p>■ <b>PEACE GARDEN PROJECT</b> Washington, D.C. <i>For the National Peace Garden</i></p>	100,000			100,000
<p><b>SAN FRANCISCO ART INSTITUTE</b> San Francisco, California <i>For general support (Awarded in 1993 for \$150,000)</i></p>		100,000	50,000	50,000
<p>■ <b>SAN FRANCISCO FOUNDATION</b> San Francisco, California <i>For the United Nations Plaza project</i></p>	50,000		50,000	

Special Projects: Organizations (by Category)	Grants Authorized 1994	Unpaid Grants 12/31/93	Payments Made 1994	Unpaid Grants 12/31/94
■ TIDES FOUNDATION, NATIONAL GROWTH MANAGEMENT LEADERSHIP PROJECT Portland, Oregon <i>To establish the National Land            Policy Institute</i>	200,000		200,000	
<b>TOTAL SPECIAL PROJECTS</b>	<b>\$3,042,000</b>	<b>\$2,013,000</b>	<b>\$2,834,000</b>	<b>\$2,221,000</b>

# Interprogram Initiatives

Interprogram Initiatives: Organizations	Grants Authorized 1994	Unpaid Grants 12/31/93	Payments Made 1994	Unpaid Grants 12/31/94
■ BAY AREA INSTITUTE, PACIFIC NEWS SERVICE San Francisco, California <i>For youth training and mentoring programs in writing, editing, and journalism</i>	\$75,000		\$75,000	
■ CALIFORNIA LAWYERS FOR THE ARTS San Francisco, California <i>For the Arts Resolution Services</i>	200,000		100,000	100,000
■ MATERIALS FOR THE FUTURE FOUNDATION, INC. Oakland, California <i>For general support</i>	200,000		100,000	100,000
■ UNIVERSITY OF PENNSYLVANIA, POPULATION STUDIES CENTER Philadelphia, Pennsylvania <i>For a study of Mexican migration to the United States</i>	400,000			400,000
■ UNIVERSITY OF TEXAS, AUSTIN, L.B.J. SCHOOL OF PUBLIC AFFAIRS Austin, Texas <i>For the Program on Migration Studies</i>	450,000			450,000
<b>TOTAL INTERPROGRAM INITIATIVES</b>	<b>\$1,325,000</b>		<b>\$275,000</b>	<b>\$1,050,000</b>

- Grants newly authorized in 1994 are highlighted by square boxes.

# Summary of 1994 Authorizations and Payments

	<b>Grants Authorized 1994</b>	<b>Unpaid Grants 12/31/93</b>	<b>Payments Made 1994</b>	<b>Unpaid Grants 12/31/94</b>
Conflict Resolution	\$ 5,444,000	\$ 3,500,000	\$ 3,795,000	\$ 5,149,000
Education	10,713,000	9,499,000	6,335,000	13,877,000
Environment	3,353,000	3,230,000	2,678,000	3,855,000
Family and Community Development	3,760,000	1,665,000	2,900,000	2,525,000
Performing Arts	3,925,000	2,916,000	3,933,000	2,908,000
Population	7,687,500	5,867,000	2,666,500	10,888,000
Special Projects	3,042,000	2,013,000	2,834,000	2,221,000
Interprogram Initiatives	1,325,000	0	275,000	1,050,000
<i>Less Cancellations and Refunds</i>	<i>(115,000)</i>		<i>(65,000)</i>	
<b>TOTAL: ALL PROGRAM AREAS</b>	<b>39,134,500</b>	<b>28,690,000</b>	<b>25,351,500</b>	<b>42,473,000</b>
<b>MATCHING GIFTS PROGRAM</b>	<b>195,508</b>		<b>195,508</b>	
<b>TOTAL AUTHORIZATIONS</b>	<b>\$39,330,008</b>	<b>\$28,690,000</b>	<b>\$25,547,008</b>	<b>\$42,473,000</b>

## Advice to Applicants

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**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 may in some cases be delayed. Applicants who have not had a substantive reply after a reasonable period of time should feel free to make a follow-up inquiry.

The Foundation recognizes that significant programs require time to demonstrate their value. It is therefore willing to consider proposals covering several years of support. While the Foundation will entertain specific projects in its areas of interest and will on occasion provide general support for organizations of special interest, it expects to work primarily through support of organizations active in its main programs. One exception is the family and community development program, under which the Foundation makes 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.



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

- A concise statement of the purpose of the request, its significance or uniqueness in relation to other work being done in the field, and the results sought.
- A budget for the program; an indication of other prospective funding sources and the amount requested of each; and a statement of the sponsoring organization's total budget and financial position. Applicants should indicate how they would continue a successful program once support from the Hewlett Foundation ceases.
- The identity and qualifications of the key personnel to be involved.
- A list of members of the governing body.
- Evidence of tax-exempt status.
- A statement to the effect that the proposal has been reviewed by the applicant's governing body and specifically approved for submission to the William and Flora Hewlett Foundation.

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

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

## REPORT OF INDEPENDENT ACCOUNTANTS

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

MARCH 3, 1995

In our opinion, the accompanying balance sheet and the related statements of income, expenses, and changes in unrestricted net assets and of cash flows present fairly, in all material respects, the financial position of The William and Flora Hewlett Foundation (the Foundation) at December 31, 1994 and 1993, and the results of its operations and its cash flows for the years then ended in conformity with generally accepted accounting principles. These financial statements are the responsibility of the Foundation's management; our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits of these statements in accordance with generally accepted auditing standards which require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for the opinion expressed above.

PRICE WATERHOUSE LLP  
SAN FRANCISCO, CALIFORNIA

*Price Waterhouse LLP*

*Balance Sheet*

	December 31	
	1994	1993
<i>ASSETS</i>		
Investments (at market value)		
Hewlett-Packard Company common stock	\$ 196,904,000	\$ 222,938,000
Other equities	434,999,000	280,327,000
Fixed income	320,529,000	364,464,000
Real estate and venture capital	26,979,000	-0-
Total investments	979,411,000	867,729,000
Cash	42,000	28,000
Federal excise tax refundable	-0-	1,235,000
Program related loan receivable	6,000,000	6,000,000
Office equipment and other assets	300,000	296,000
	<u>\$ 985,753,000</u>	<u>\$ 875,288,000</u>
 <i>LIABILITIES AND NET ASSETS</i>		
Accounts payable and accrued liabilities	\$ 972,000	\$ 868,000
Grants payable	42,473,000	28,690,000
Federal excise tax payable currently	478,000	-0-
Deferred federal excise tax	2,574,000	4,477,000
Total liabilities	46,497,000	34,035,000
Unrestricted net assets of the Foundation	939,256,000	841,253,000
	<u>\$ 985,753,000</u>	<u>\$ 875,288,000</u>

See accompanying notes to financial statements on pp. 90-91.

*Statement of Income, Expenses, and  
Changes in Unrestricted Net Assets*

	Year Ended December 31	
	1994	1993
Investment activity:		
Interest and dividend income	\$ 40,004,000	\$ 36,195,000
Gain on investment portfolio	19,407,000	70,581,000
Investment management expense	(2,436,000)	(2,202,000)
Net investment income	56,975,000	104,574,000
Federal excise tax expense on investment income	(986,000)	(1,407,000)
Total investment activity	55,989,000	103,167,000
Grants authorized, net of cancellations	(39,330,000)	(34,337,000)
Administrative expenses	(2,668,000)	(2,508,000)
Excess of income over expenses	13,991,000	66,322,000
Contribution received, net of federal excise tax	84,012,000	-0-
Increase in unrestricted net assets	98,003,000	66,322,000
Unrestricted net assets at beginning of period	841,253,000	774,931,000
Unrestricted net assets at end of period	<u>\$ 939,256,000</u>	<u>\$ 841,253,000</u>

See accompanying notes to financial statements on pp. 90-91.

*Statement of Cash Flows  
Increase (Decrease) in Cash*

	<b>Year Ended December 31</b>	
	<b>1994</b>	<b>1993</b>
Cash flow from investment income and operating expenses:		
Sources of cash		
Interest and dividend income	\$ 40,449,000	\$ 33,937,000
Federal excise tax refund	1,236,000	-0-
	<u>41,685,000</u>	<u>33,937,000</u>
Uses of cash		
Payment of federal excise tax on income	(3,400,000)	(2,686,000)
Payment of grants	(25,547,000)	(45,216,000)
Payment to suppliers and employees	(4,919,000)	(4,334,000)
	<u>(33,866,000)</u>	<u>(52,236,000)</u>
Net cash from investment income and operating expenses	7,819,000	(18,299,000)
Other sources and (uses) of cash		
Proceeds from sales of investment assets	1,824,625,000	1,241,835,000
Purchases of investment assets	(1,832,339,000)	(1,221,475,000)
Program related loan	-0-	(2,000,000)
Capital asset additions and other	(91,000)	(58,000)
	<u>(7,805,000)</u>	<u>18,302,000</u>
Net increase in cash	14,000	3,000
Cash at beginning of period	28,000	25,000
Cash at end of period	<u>\$ 42,000</u>	<u>\$ 28,000</u>

See accompanying notes to financial statements on pp. 90-91.

*Reconciliation of Increase in Unrestricted Net Assets to Net Cash from Investment Income and Operating Expenses*

	<b>Year Ended December 31</b>	
	<b>1994</b>	<b>1993</b>
Increase in unrestricted net assets	\$ 98,003,000	\$ 66,322,000
Adjustments to reconcile increase in unrestricted net assets to net cash from investment income and operating expenses:		
Grants payable increase/(decrease)	13,783,000	(10,879,000)
Contribution received, net of federal excise tax	(84,012,000)	-0-
Net (gain) on investment portfolio	(19,407,000)	(70,581,000)
Depreciation and other	81,000	83,000
Deferred federal excise tax provision (decrease)/increase	(1,903,000)	307,000
Federal excise tax receivable/payable increase/(decrease)	725,000	(1,586,000)
Interest and dividend receivable increase/(decrease)	445,000	(2,258,000)
Accounts payable and accrued liabilities increase	104,000	293,000
Total adjustments	<u>(90,184,000)</u>	<u>(84,621,000)</u>
Net cash from investment income and operating expenses	<u>\$ 7,819,000</u>	<u>\$ 18,299,000</u>

See accompanying notes to financial statements on pp. 90–91.

*Notes to Financial Statements*  
*December 31, 1994 and 1993*

**NOTE 1**  
*Investments*

Investments are carried at market value. The unrealized increase (decrease) in the market value of investments held at year end is determined by using market values at the beginning and end of the year, or on the date acquired if purchased or contributed to the Foundation during the year. Realized gains (losses) on sales are determined based on cost, with cost being determined on a specific identification basis.

The Foundation held 1,971,500 shares of Hewlett-Packard Company stock (approximately 0.8% of that Company's total outstanding shares) with a market price of \$99.875 per share at December 31, 1994. At December 31, 1993, the Foundation held 2,822,000 shares with a market price of \$79.00 per share.

The cost of investments held at the end of each year was \$800,918,000 in 1994 and \$632,197,000 in 1993. Net gain on investment portfolio includes realized gains of \$76,446,000 in 1994 and \$65,086,000 in 1993.

On January 19, 1994, the Foundation received a contribution of one million shares of Hewlett-Packard Company stock valued at \$85,000,000. This contribution is reflected in the financial statements for the year ended December 31, 1994, net of accrued excise tax.

Funds in the amount of \$50,351,000 are committed for future investment in the real-estate and venture capital portfolio.

**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, 1994, are payable as follows:

<u>Year Payable</u>	<u>Amount</u>
1995	\$ 33,637,000
1996	8,011,000
1997 and thereafter	825,000
	<u>\$ 42,473,000</u>

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

**NOTE 3**  
*Federal Excise Tax*

The William and Flora Hewlett Foundation is a private foundation and qualifies as a tax-exempt organization under Section 501(c)(3) of the Internal Revenue Code. Private foundations are subject to a federal excise tax on net investment income and may reduce their federal excise tax rate from 2% to 1% by exceeding a certain payout target for the year. The Foundation was subject to the 2% tax rate in 1994. In 1993 the Foundation qualified for the 1% rate. Deferred federal excise tax is provided at the effective rate expected to be paid on unrealized gains on investments.

The provisions for federal excise tax were as follows:

	<u>1994</u>	<u>1993</u>
Current	\$ 2,889,000	\$ 1,100,000
Deferred	(1,903,000)	307,000
	<u>\$ 986,000</u>	<u>\$ 1,407,000</u>

**NOTE 4**  
*Statement of Cash Flows*

Effective January 1, 1994, the Foundation adopted FAS No. 117, "Financial Statements of Not-for-Profit Organizations" (FAS 117). With the adoption of FAS 117, the Foundation changed the manner in which it classified sources of cash and uses of cash. The adoption of FAS 117 has no effect on previously reported "Increase/(decrease) in cash." Certain reclassifications have also been made to the 1993 financial statements to conform to the 1994 presentation.



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