

ANNUAL
REPORT
1980



THE
WILLIAM
& FLORA
HEWLETT
FOUNDATION

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& FLORA
HEWLETT
FOUNDATION

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The Hewlett Foundation, incorporated as a private foundation in the State of California in 1966, was established by the Palo Alto industrialist William R. Hewlett, his wife, Flora Lamson Hewlett, and their eldest son, Walter B. Hewlett. The Foundation's broad purpose, as stated in the articles of incorporation, is to promote the well-being of mankind by supporting selected activities of a charitable, religious, scientific, literary, or educational nature, as well as organizations or institutions engaged in such activities. □ More particularly, to date the Foundation has concentrated its resources on activities in the performing arts; education, particularly at the university and college level; population problems; and intelligent, rewarding uses of the environment. Some sub-areas of particular interest to the Foundation are listed in the Program Descriptions that follow; others are in the process of definition. Special projects outside these four broad areas may from time to time be approved by the Board of Directors. Although the Hewlett Foundation is a national foundation, with no geographic limit stipulated in its charter, a modest proportion of disburseable funds has been earmarked for projects in the San Francisco Bay Area. The Foundation does not make grants to individuals, nor does it normally fund basic research. □ In its grant-making 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. □ The Foundation plans grant authorizations for 1981 of about \$11 million. Prospective applicants should consult the Program Descriptions and Advice to Applicants in this Report. □

Gifted young artists receive advanced training and individual coaching in master classes at the San Francisco Conservatory of Music.



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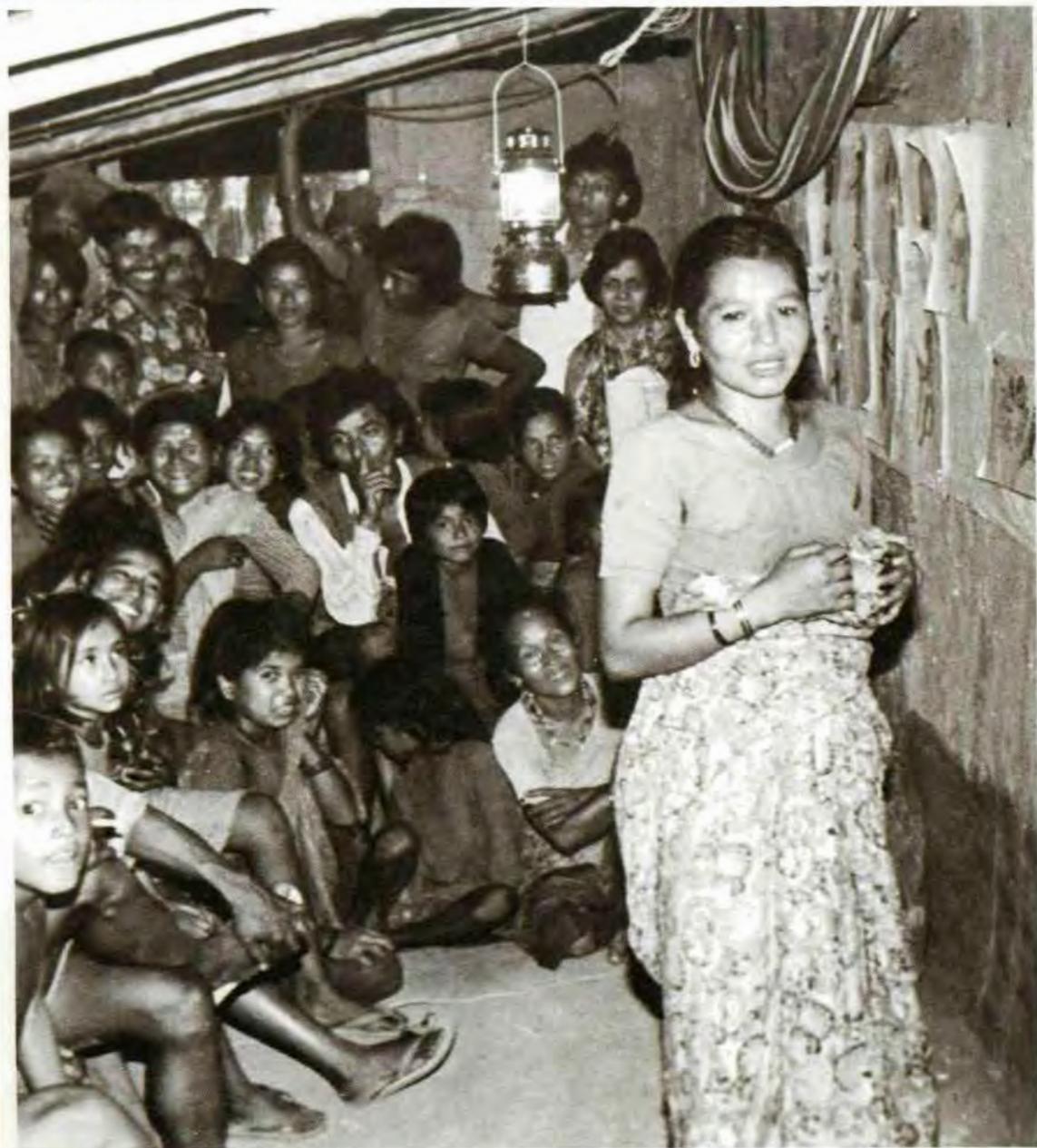
Technical and financial assistance to minority-owned businesses is provided by the Spanish Speaking Unity Council of Oakland, California.



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Community education programs in the developing countries that incorporate family planning and income-generating activities for women are carried out by such organizations as World Education.



PRESIDENT'S STATEMENT

This is the fourth Annual Report since the Hewlett Foundation began to operate with a full-time professional staff. During this period the Board of the Foundation has been expanded from six members to nine, the annual granting level has risen from \$3 million to \$8 million, and the professional staff has grown from three officers to seven. Program areas have been defined, and granting policies and procedures have been developed.

The following reflections on this developmental phase are passed on in the hope that they might prove useful to those who are in a similar circumstance, and to those who are contemplating either the establishment of a foundation or the substantial enlargement of their philanthropic efforts. It is this audience we have particularly in mind, but we will be pleased if others find the following paragraphs a useful guide to the way we work.

The Nonuniqueness of Foundations It is undeniable that because they give away money whereas most organizations seek it, foundations are in an important respect unique. We have learned, however, that in several fundamental ways a foundation is very similar to many other institutions and organizations. It requires a board to set objectives, establish policy, select the executive and monitor staff performance, husband and allocate resources, and account to the public for its stewardship—all familiar tasks in organizations of many different types. Anyone who has participated in the allocation of limited resources can associate him- or herself with the essential tasks of a foundation, such as the selection of goals, the identification of important ideas, the recognition of talent, and the choice between attractive alternatives. Effective board/staff relationships, congenial relations

with client communities, an appropriate fit between resources and expenditures, the wise delegation of authority—these are aspirations that foundations share with other organizations. The characteristic of a foundation perceived to be unique—the fact that it does not have to seek the means to support itself—is a distinction more apparent than real. A foundation, too, must intelligently preserve and if possible build its resources. A foundation confronts each day a discrepancy between its granting capacity and the needs of worthy projects that are presented for consideration. Given the aura of mystery that at times seems to surround foundations, we have found it useful to remind ourselves and others that they are not as exceptional as they may at first appear to be.

The Functioning of the Board In these four years there has been a gradual shift in the role of the Hewlett Foundation's Board from almost exclusive attention to decisions about particular grants to concern with program definition, policy questions, program evaluation, and planning. The Board has defined the areas the Foundation will support and established the policies and procedures the Foundation will follow. Except for limited discretionary authority delegated to the President, all grants are subject to Board approval.

At each of its quarterly meetings, the Board receives a report on inquiries the Foundation has received and on applications that have been declined at the staff level as well as those under active review. Discussion of inquiries, recommended proposals, and declinations gives the Board an opportunity to evaluate the implementation of Board policy by the staff. As a result of these assessments, there have been both changes in staff practice and modifications of policy.

At virtually every meeting the Board learns about proposals that are on the margin of stated interests or fall clearly outside established programs but are of special importance or merit. Here, too, discussion may lead to an alteration of policy or program.

Program Identification Decisions concerning the areas in which the Foundation will make grants is perhaps the most important, and probably the most rewarding, function of the Board. In this role, the Board decides which of the many potential targets of philanthropy shall secure the attention and ultimately the resources of the Foundation. Given the limitation on foundation resources, choices have to be made. This is clearly a matter of values and of judgment and is no easy task; there are an almost unlimited number of problems important to the society to which foundation funds might be applied.

Our procedure for program selection has been to develop staff papers that first describe the general problem area and then identify subsectors that are of particular importance, other sources of support, the ways foundation funds might be used, and the classes of recipients that would be involved. It is on the basis of the Board's reactions to these papers that the program statements which follow in this Report have been developed.

Well-defined programs permit the Foundation to concentrate its resources and as a consequence, we hope, increase the effectiveness of its grants. The program statements provide guidance to both the applicant community and the staff. Collectively they assure a welcome stability to the operation. By virtue of their explicitness, they lead, however, to another problem, to which we turn next.

Maintaining Flexibility We recognize the need for the Foundation to be sensitive to new opportunities and new problems. We have tried to preserve flexibility in several ways.

Program statements are reviewed at each annual meeting in January. At that time certain aspects of a program may be dropped or priorities within a program changed. The Board decides on the approximate amounts to be appropriated in each program area. At the same time it also withholds a fraction of the authorized funds, for allocation later in the year. This permits the Foundation to respond to opportunities within existing programs that come to the staff's attention as the year progresses. Finally, the Board has established a Special Projects category, which permits the Foundation to respond to a few especially interesting and important proposals that are consistent with the broad purposes of the Foundation but fall outside the established programs.

The Role of the Staff The Board decided early on that the Foundation's staff would be kept relatively small. This decision has a number of implications that affect other practices and policies, which we find congenial but which may not commend themselves to others. In general, it commits the Foundation to finding grantees who have established their ability to make the discriminating judgments that we have not staffed ourselves to make, and to making larger grants over longer periods than would otherwise be the case. It also commits us to using consultants and advisors: while program officers are expected to have more than superficial knowledge of the field in which they work, they are not expected to be subject matter specialists. For similar reasons, we are also oriented toward the support of institutions rather than individuals.

Aside from the knowledge that inevitably accrues to anyone working conscientiously in a particular area, staff members are expected to be generalists. This requirement makes it productive to have the entire program staff discuss all proposals that are plausible candidates for the Board's consideration. Staff members suggest improvements that might be made, point out additional data that should be secured, and identify problems or strengths not previously noted.

We are keenly aware that staff decisions are important to the applicant, and that we inevitably develop enthusiasms and prejudices. The staff meeting serves to expose both. All declines are made following consultation with the President.

No proposals are brought to the Board without recommendation. The staff's responsibility is to achieve the objectives stated by the Board through the careful review of requests that come to us. The Board's task is to determine if the staff is doing so in a satisfactory manner. While such occasions have been rare, the staff does not regard it as a failure if a recommendation is not accepted on its initial presentation, nor has the Board felt uncomfortable about declining a recommended grant.

Relations with Applicants We recognize that a foundation can only be as effective and useful as the proposals it receives. If important goals are to be achieved and significant problems addressed, it will be through the combination of foundation resources (both personnel and funds) and the ideas, skills, and dedication of its grantees. Since the applicant stands in need of support that the Foundation is in a position to provide, it is inevitable that there be a certain initial wariness in the relationship between applicant and foundation officer. While not always

successful, we do try to overcome this obstacle to effective collaboration.

The task of the staff is to find effective means of meeting foundation goals, not to find reasons for not making grants. Contrary to a common view, we are rarely confronted with silly, self-interested, or manipulative proposals. Proposals may not be in our areas of interest, or always well prepared or well considered, but one can usually find underlying them a worthy purpose, a plausible idea, very good intentions, and lots of determination. On the basis of this experience, there is no reason for us to be suspicious, and our questions are not born of skepticism.

Our experience has been that when the relationship between applicant and program officer is candid and comfortable, and based on a mutual interest, the original request is often modified both in purpose and in amount (which may go up or down). These changes are usually to effect a better fit with foundation interests, resources, and policies and, we hope, the goals of the recipient as well. We recognize the presence of real risks in this connection. We do not want to push applicants around, nor do we want them to distort their programs or priorities to gain our support. At the same time we are obliged to conform to the objectives and policies of the Board and to exercise our best judgment. We cannot in good conscience recommend a grant our experience tells us is not a sound one.

Partnerships We have repeatedly stated in our publications our interests in collaborating with other foundations and philanthropic agencies. We have some very gratifying partnerships now with the Bush and Andrew W. Mellon Foundations, for example, and we expect to have others. We believe the habits of philanthropy in

this country are not as strong as they should be and consequently we often include in our grants elements that will stimulate giving on the part of others.

We have a special interest in assisting corporate philanthropic activities. Corporate giving is the growth sector in philanthropy. We are eager to find ways in which we can help corporations develop programs and evaluate proposals, as well as share support with them. A few examples of such collaboration are mentioned later in this Report, and within the limits of our staff and financial resources, we intend to develop others.

Foundations and Risk Taking The current rhetorical emphasis that foundations should be willing to take risks has led us to reflect on the variety of meanings the term "risk" has in this context, and we believe it is worth distinguishing between them.

First, "risk" meaning an uncertain outcome, usually with low probability of success. One of our Board members used the term to refer to the endowment of a chair at a prominent university as a "risky" grant. In that case the problem being addressed had a long history and many attempts to solve it had failed. The probability that the endowed chair method would succeed was low, but the benefits of success would be great. We believe we should be interested in projects with uncertain outcomes when the benefits of success are especially important.

Second, "risk" meaning that a grant will subject the Foundation to criticism for some reason or other—the cause is unpopular, the area is filled with controversy, the organization is not an accepted part of the establishment. Some proposals of this sort may require special review, but we do not think this kind of risk should deter us.

Third, "risk" meaning marginal with respect to the laws governing foundations. Some advocacy proposals skirt that margin. We see no point in sailing close to the wind on these requests. There is too much to do that does not entail such risk.

Fourth, "risk" meaning that we are gambling on new people and new organizations without a track record. We think the record shows that we have been willing to take these risks and we will continue to do so. We do not, however, equate innovation with new organizations; many established institutions with long histories have survived precisely because they have been inventive and have had the capacity for self-renewal.

The risks we want to avoid are those that can be reduced by good staff work. The more thoroughly we understand an organization, the more likely it is that our grant will be fruitful. Sometimes discussions with us encourage organizations to make changes that increase the likelihood of a grant's success. In some instances these changes can be sustained by the organization itself; in others we have provided additional funds to support them.

Foundation Initiative vs. Responsiveness We are often asked whether we initiate proposals or limit ourselves to responding to requests. The simple answer is that we do both; but there are two respects in which the usual portrayal of initiation and responsiveness as polar opposites seems to us not helpful. First, we think we can and should exhibit both, depending on the circumstances, the players, and the program. Initiation has been the mode particularly when we are trying to define an area, test new possibilities, or develop a mechanism that we believe is necessary to accomplish our aims. Normally, however, we expect that with well-defined pro-

grams and well-publicized interests, we will be in a responding mode.

Our second discomfort with the alleged polarity is its implication that a given proposal represents either initiative or response. In the progress from first inquiry to final recommendation, there is, when things go well, a good deal of useful shaping that takes place, in which both the Foundation and the applicant initiate and respond.

Our hope is that the day will come when, in areas of our defined interest, it can be said that the most exciting and promising proposals are brought to us first. That might make us, by some definition, primarily a responding foundation, but we would be delighted with our role.

The Next Stage The Foundation's assets will increase significantly in 1981, and its level of annual giving can be expected to increase during the next several years. While we have planned for this growth through annual increases in the granting level, this more substantial increase marks another stage in the development of the Foundation. We do not intend simply to augment existing programs. Although we are studying ways in which they can most usefully be extended, at the same time we are also investigating possible new programs. This process of review and exploration will involve us in extensive contacts with consultants and advisors. As in the past, the procedure will be to prepare papers for review, discussion, and eventual decision by the Board, and after that, communication to the relevant applicant community. We look forward to the expansion of our grant-making capacity, our intellectual interests and horizons, and our network of partners in philanthropy.

ROGER W. HEYNS

December 1980

International education at the local level:

Teachers from a Bay Area school district attend a presentation on West Africa by a speaker from the Stanford Program on International and Cross-Cultural Education.



PROGRAM DESCRIPTIONS

The program statements that follow delineate certain rather specific objectives of the Hewlett Foundation. Other goals are general; they underlie all the programs and all the funding choices the Foundation makes. First, the Foundation has a strong basic commitment to the voluntary, non profit sector, to the sector that lies between industry and government. Institutions and organizations in this category serve purposes very important to our society, and their health and effectiveness is a major concern. Accordingly, the Foundation intends to assist efforts to strengthen their financial base and increase their efficiency.

Second, the Foundation also believes that private philanthropy is of great value to the society. Support from individuals, businesses, or foundations can supplement government funding, and in some important cases 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.

EDUCATION

In its education programs the Foundation seeks to foster the underlying strengths of recipient institutions rather than to meet their short-term, specific needs. The preponderance of grants, and all grants made to individual colleges and universities, are made within the programs described below. For the few grants made outside these programs, preference is generally given to umbrella organizations that serve a number of institutions.

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

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

Assistance to research universities is focused in three areas: research libraries, scholarly publishing, and international and area studies. With respect to research libraries, our grants reflect the Foundation's conviction that only with well-conceived collaborative efforts can major libraries hope to provide services, build collections,

and preserve deteriorating materials without being overwhelmed by spiraling costs.

Like research libraries, university presses play a crucial role in the dissemination of new knowledge. Because the demand for even the best scholarly books is necessarily limited, the presses often require substantial subsidies from their parent universities. For the past year the Foundation has been actively seeking sector-wide means to assist scholarly book publishing.

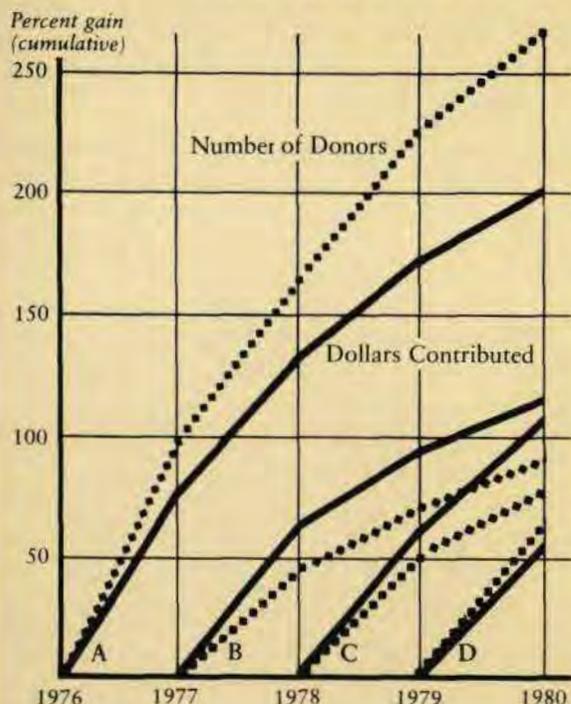
Support for international and area studies is one of the highest priorities of the major research universities. Rather than supporting work on a particular world region or problem, the Foundation is helping to endow discretionary funds for international and area studies. Participation in this program, too, is by invitation.

The public's capacity to understand and deal effectively with the rest of the world poses a major challenge for the United States. The Foundation believes that the complex set of problems involved must be approached locally, where the key education, business, information, and public affairs organizations do their work. With advisors from the World Affairs Council, Stanford University, and Global Perspectives in Education the Foundation has devised a strategy that will draw a broad array of Bay Area leaders and organizations into an integrated experimental effort to stimulate the public's interest in international affairs.

The Foundation is in the fourth year of a five-year commitment to MESA (Mathematics, Engineering, Science Achievement), a program intended to correct the underrepresentation of minorities in engineering and the sciences. The program's activities are focused on the motivation and preparation of pre-college minority students within California.

BUSH-HEWLETT CHALLENGE GRANT PROGRAM

Performance of Annual Alumni Funds at Black Private Colleges



The Bush Foundation initiated this program and financed it in 1976-77 and 1977-78. Since 1978-79, the program has been jointly financed by the Hewlett and Bush Foundations. Bush continues to administer the program. For curves A, C, and D, 1980 figures are estimates, provided by the colleges prior to the end of their fundraising year.

A. Colleges Completing Four Years of Challenges in June 1980:

Paine College, Augusta, Georgia
Tougaloo College, Tougaloo, Mississippi
Xavier University, New Orleans, Louisiana

B. Colleges Completing Three Years of Challenges in June 1980:

Bennett College, Greensboro, North Carolina
Fisk University, Nashville, Tennessee
St. Augustine's College, Raleigh, North Carolina
Spelman College, Atlanta, Georgia
Tuskegee Institute, Tuskegee, Alabama
Wiley College, Marshall, Texas

C. Colleges Completing Two Years of Challenges in June 1980:

Atlanta University, Atlanta, Georgia
Dillard University, New Orleans, Louisiana
Livingstone University, Salisbury, North Carolina
Miles College, Birmingham, Alabama
Rust College, Holly Springs, Mississippi
Johnson C. Smith University, Charlotte, North Carolina
Talladega College, Talladega, Alabama
Wilberforce University, Wilberforce, Ohio

D. Colleges Completing One Year of Challenge in June 1980:

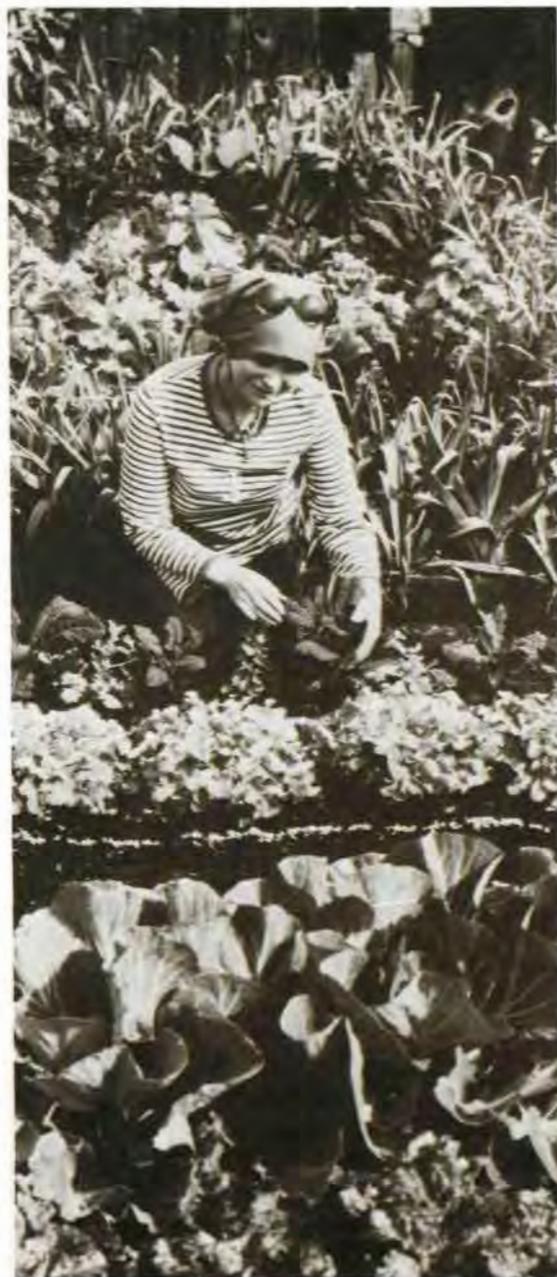
Barber-Scotia College, Concord, North Carolina
Benedict College, Columbia, South Carolina
Morris Brown College, Atlanta, Georgia
Clark College, Atlanta, Georgia
Hampton Institute, Hampton, Virginia
Lane College, Jackson, Tennessee
LeMoyne-Owen College, Memphis, Tennessee
Morehouse College, Atlanta, Georgia
Oakwood College, Huntsville, Alabama
Paul Quinn College, Waco, Texas
St. Paul's College, Lawrenceville, Virginia

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

The Foundation does not encourage requests to fund student aid, construction, equipment

purchases, education research, basic scientific research, health research, or health education programs. Nor can it consider requests involving kindergarten through twelfth grade except as these may explicitly relate to other Foundation objectives.

Citizens groups are assisted in acquiring and managing parcels of land suitable for recreational use by the Trust for Public Land.



ENVIRONMENT

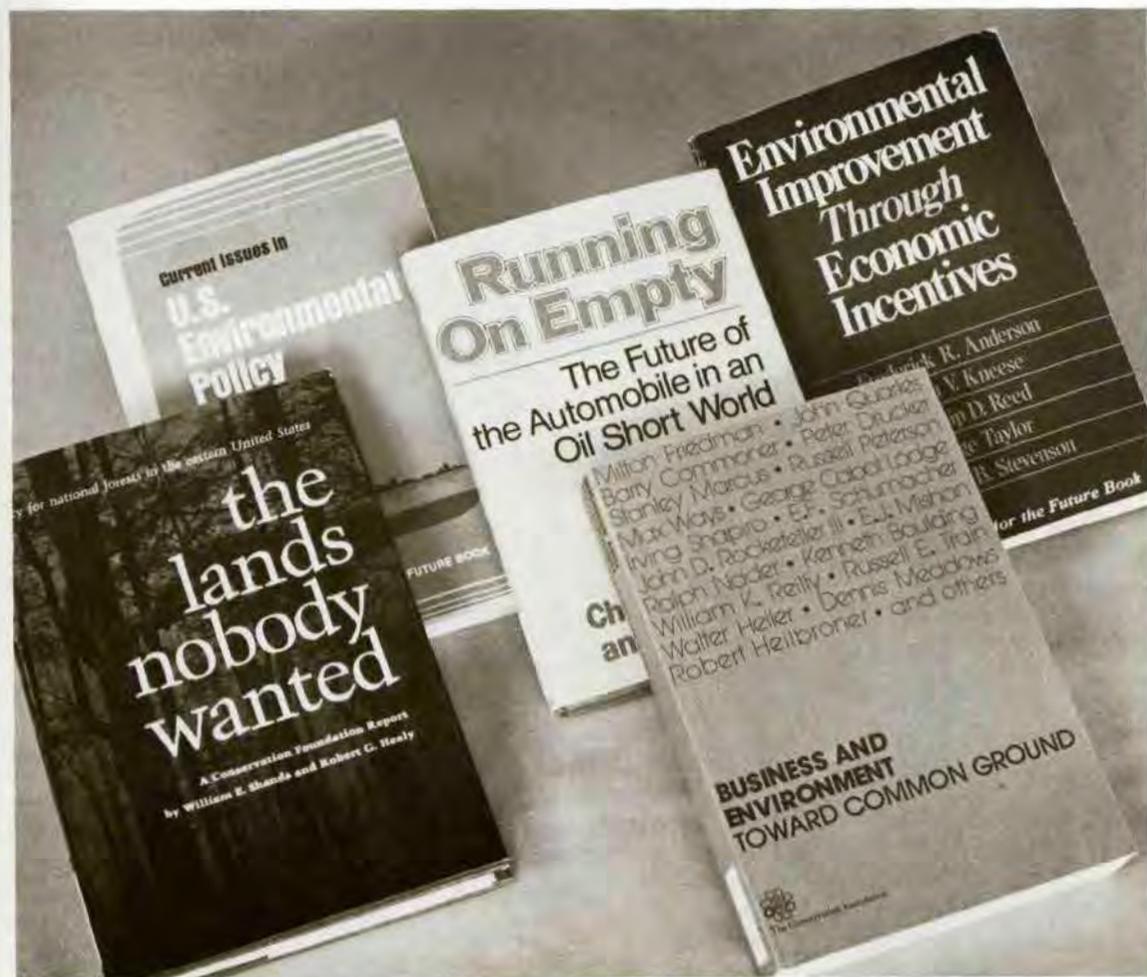
The environment program of the Hewlett Foundation is designed to encourage intelligent, rewarding use of man's natural environment for education, conservation, and development.

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

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

Environmental education is of continuing interest to the Foundation. We particularly welcome environmental education proposals that relate to our interests in policy, the management of conflict, and ecologically unique areas. In addi-

Foundation funds help support organizations that produce balanced, policy-oriented studies of complex environmental issues.



tion, we encourage environmental education programs that demonstrate community support and make effective use of volunteers. Our funding for environmental education activities will be designed to stimulate joint support from other funders.

The Foundation will consider land acquisition proposals only when they involve areas of

unique ecological value that are demonstrably suited to educational purposes. We encourage such proposals only from organizations that are equipped to document the ecological value of a given site and to plan and implement educational and scholarly programs once the land is acquired.

PERFORMING ARTS

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

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

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

ough preparation, as well as creative vitality.

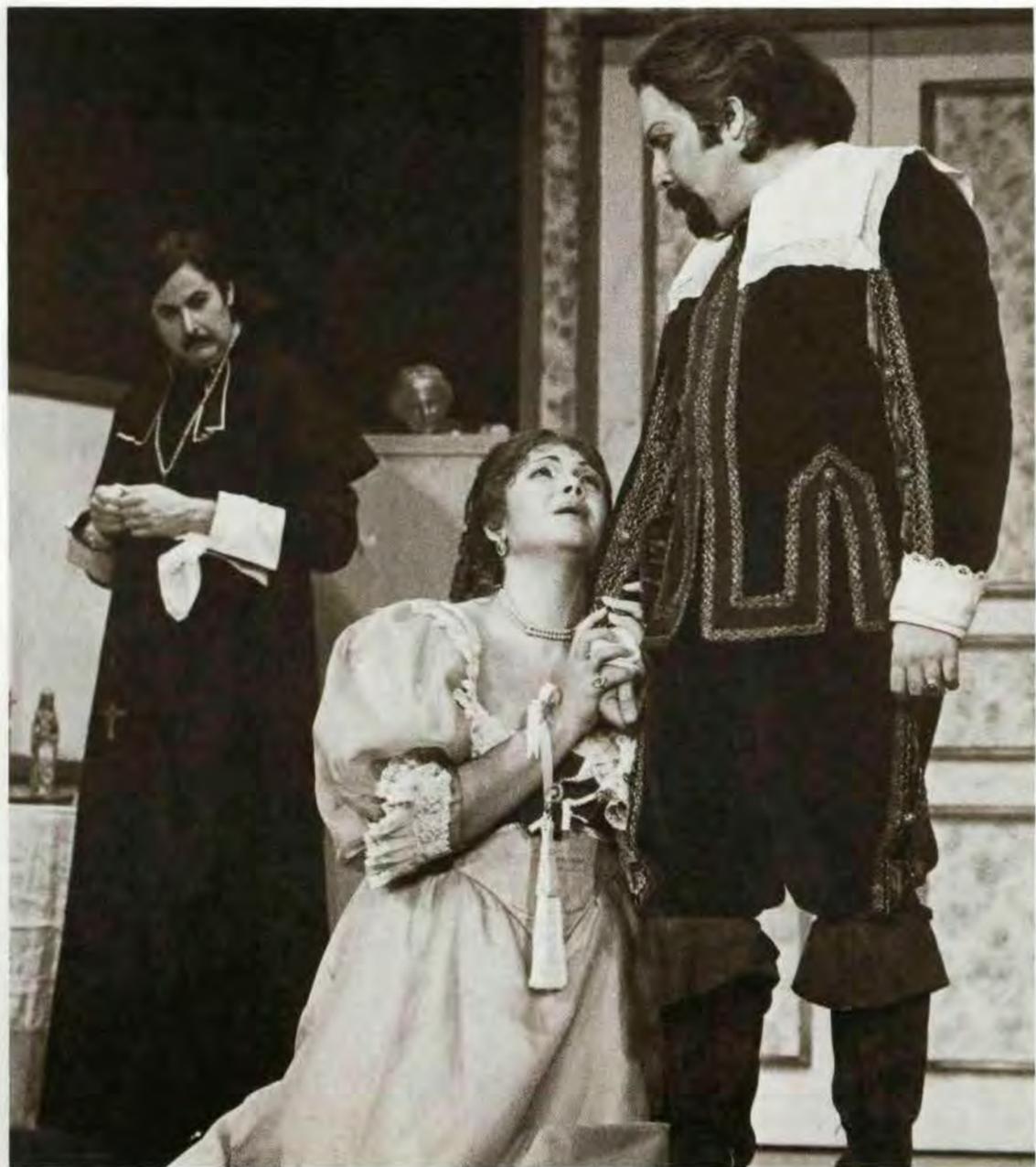
Although our emphasis is on established excellence, we recognize that there are institutions in the Bay Area just below the top level, in either performance or training, which can be helped to achieve distinction or are of such importance to the community that they merit consideration. These applicants,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

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

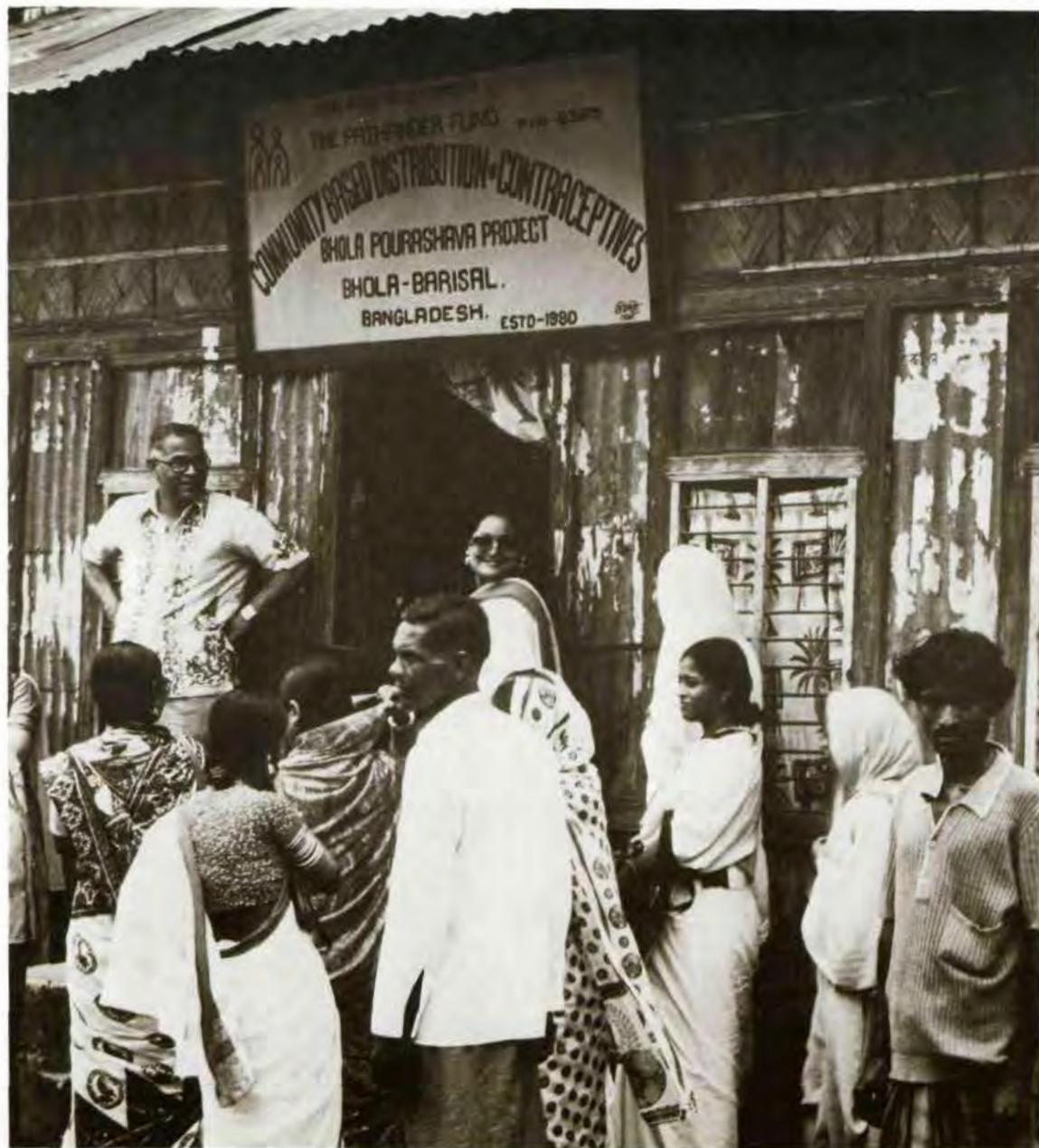
We regret that we cannot consider requests in the following areas: capital improvements, endowments, general fund drives; the visual arts; elementary and secondary school performing arts programs; community arts classes, community outreach and audience development projects; ethnic arts (including crafts,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

In general, the Foundation does not sponsor one-time events such as seminars, conferences, festivals, or cultural foreign exchange programs. Nor does it assist with touring costs for performing companies. In 1981 the Foundation will not make grants to art museums, museum associations, or to the humanities.

Young professional singers perform "Tartuffe," a new opera staged by the San Francisco Opera's American Opera Project.



Comprehensive family planning services in the less developed countries are made available through privately supported clinics such as this one.



POPULATION

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

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

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

University-based population centers in the United States offer advanced training in demography to graduate students from countries in need of population experts.



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

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

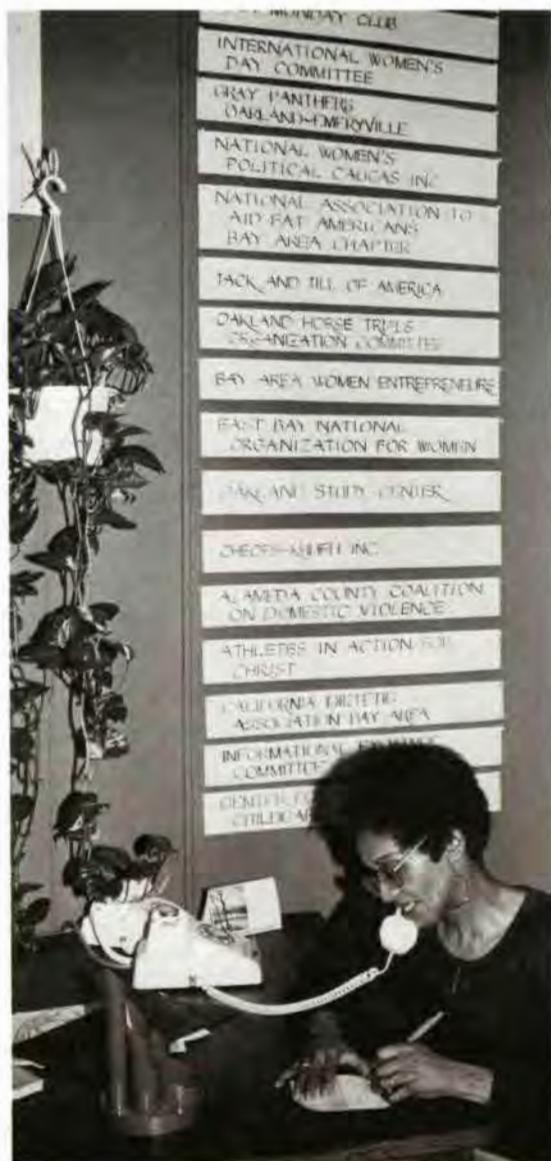
Shared offices and technical assistance are provided for many nonprofit organizations at A Central Place.

REGIONAL GRANTS

Through the regional grants program, the Hewlett Foundation responds to requests from organizations in the San Francisco Bay Area serving local residents in need of assistance. We give the highest preference to proposals to conduct community development programs or to provide needed human services in an efficient and creative way. Foundation funds are made available for general, program, or project support, on a one-year or multi-year basis. We also provide funds for management assistance and board development work designed to strengthen the stability and management effectiveness of local nonprofit organizations in which we have a program interest. We welcome opportunities to co-fund programs with other grantmakers.

We have the strongest interest in proposals that show promise of demonstrating new and creative ways to serve the needs of Bay Area residents. The program continues its interest in community development organizations that undertake to improve the quality of life and the climate for business investment in low-income communities of the Bay Area.

So that the regional grants program may retain the flexibility to respond to local needs as they arise, we prefer not to delineate too rigidly specific areas of interest in the human services category. Yet because barely a tenth of the formal requests received can be supported, we do not encourage proposals involving physical or mental health; law and related fields; criminal justice or juvenile delinquency; public school education; drug and alcohol addiction; or the problems of the elderly and the handicapped.



These exclusions derive not from a lack of sympathy with needs in these fields, but from the limitation on our funds.

NEW
GRANTS
1980

ARTS & HUMANITIES*

- AFFILIATE ARTISTS, San Francisco** *\$60,000 over three years*
 Affiliate Artists was established in 1967 to provide performance opportunities for young artists. Through the organization's Community Artist Residency Training Program, developed as a pilot project in the Southeast, a young artist is affiliated with a rural or suburban community, giving 80–100 performances in a variety of settings over eight months. Together with grants from other foundations and the California Arts Council, Hewlett Foundation funds will support artists in 80 California communities.
- AMERICAN DANCE FESTIVAL, Durham, North Carolina** *\$50,000 over three years*
 The American Dance Festival is a national organization for modern dance serving many gifted young artists. Its school and seminars have attracted San Francisco Bay Area dancers and educators. This three-year challenge grant, to be matched by new or increased funds from local sources, will help the Festival re-establish a sound financial base in its new location.
- AMERICAN THEATRE ASSOCIATION, Washington, D.C.** *\$5,000*
 The American Theatre Association serves university and college theaters throughout the United States. In recent years there has been a greater demand for its services than the organization could meet under its present structure. This grant enabled members and leaders to meet to revamp the Association's structure and select priorities for the coming decade.
- EL CENTRO CAMPESINO CULTURAL**
 San Juan Bautista, California *\$132,900 over three years*
 El Teatro Campesino (incorporated as El Centro Campesino Cultural) is a professional theater rooted in hispanic culture. Formerly a touring company, the group has converted a warehouse in San Juan Bautista into a theater, becoming the first resident theater to serve the Salinas Valley region. The Foundation's grant will provide salary support for the full-time administrators needed as the company establishes itself as a regional theater, expands its repertory, and provides training and performance opportunities for young Chicano actors, producers, and playwrights.
- FIREHOUSE THEATRE COMPANY, Mill Valley, California** *\$8,000*
 This grant provided half the operating costs and writing fees for *The Three-penny Review* of Berkeley, which features reviews of Bay Area performing arts companies.

*The name of this program was changed in February 1981 to Performing Arts.

Young singers and instrumentalists gain on-stage experience performing concert versions of operas with the Pocket Opera Company.



FOUNDATION FOR THE EXTENSION AND DEVELOPMENT OF THE AMERICAN PROFESSIONAL THEATRE, New York City

\$102,300 over two years

The Foundation for the Extension and Development of the American Professional Theatre (FEDAPT) provides individually designed technical and management guidance for professional theater and dance companies throughout the United States. The Foundation's grant covers most of the costs of a two-year program of management workshops for 14–18 theater and dance companies in the Bay Area.

FREDERIC BURK FOUNDATION, San Francisco

\$10,000

Under the auspices of the Frederic Burk Foundation, the Bay Area Congress on Women in Music sponsored a two-day conference at San Francisco State University that brought together Bay Area composers, performers, and music educators. The works of women composers were featured in two public concerts.

JULIAN THEATRE, San Francisco

\$7,500

The Julian Theatre has emphasized new plays in its repertory since its founding in 1965. This grant supplemented support by the National Endowment for the Arts for the New Plays and Playwrights series, which brought Bay Area playwrights to the Julian to work with the director and cast on the production of five new plays.

MENDOCINO ART CENTER, Mendocino, California

\$4,000

Young musicians from the Bay Area and the coastal communities of northern California perform in the Sunday Afternoon Concert Series at the Mendocino Art Center from October through May each year. The grant provided for the purchase of a Schimmel grand piano to be used in these concerts.

MIDSUMMER MOZART, Menlo Park, California

\$3,000

This grant enabled a regional performing group to extend its season and rehearse demanding repertory for performances in San Francisco, Berkeley, and the Mid-Peninsula.

MISSION SAN JUAN BAUTISTA MUSEUM

San Juan Bautista, California

\$5,500

This grant will enable the Mission San Juan Bautista Museum to preserve from sun and dust damage documents, photographs, music manuscripts, and rare California history books in its collection. It will also make possible the cataloging of the collection for use by music and drama groups.

NATIONAL MARITIME MUSEUM ASSOCIATION, San Francisco \$3,000

The National Maritime Museum is the major national repository for photographic documentation of the development of West Coast ports. Access to the collection has been limited because much of the material is uncatalogued. Foundation funds helped meet the matching requirement of a National Endowment for the Humanities grant for preparation of a catalogue and index to the collection.

PERFORMING ARTS SERVICES, San Francisco \$25,000

Performing Arts Services (PAS) was established in 1977 to provide shared services and programs to increase earned income for a varied group of Bay Area performing companies. In addition to a ticket voucher program, it provides a cultural calendar, mailing lists, and other forms of assistance to performing groups. This grant assists PAS in the transition toward increased self-sufficiency.

POCKET OPERA COMPANY, San Francisco \$28,000 over three years

The Pocket Opera Company performs chamber opera in its own English condensations. The company gives individual coaching and on-stage experience to young singers and instrumentalists. Some of its concert versions are made available to other medium-sized companies, colleges, and workshops. The Hewlett grant provides partial support for salaries during the company's transition from part-time to full-time staff.

SAN FRANCISCO CONSERVATORY OF MUSIC \$78,000 over three years

The San Francisco Conservatory of Music is one of the major conservatory programs on the West Coast. In keeping with the Foundation's interest in advanced training for gifted young artists, this grant provides support for the Conservatory's program of master classes and workshops.

SAN FRANCISCO CONTEMPORARY MUSIC PLAYERS \$36,000 over two years

The San Francisco Contemporary Music Players was formed in 1974 to present intensively rehearsed professional performances of the best contemporary music, to educate the public in the relationship between current musical language and traditional music forms, and to call attention to the work of significant living composers, especially those on the West Coast. The general support funds granted by the Foundation will help the Players stabilize their administration and improve their office operations, publicity, and fundraising.

The San Francisco Contemporary Music Players perform works by significant living composers.



SAN JOSE REPERTORY THEATER

\$60,000 over three years

The San Jose Repertory Company was founded in 1980 with the goal of becoming the first resident professional theater in downtown San Jose. With the support of the San Jose Fine Arts Commission and a growing local audience for serious theater, the company's founders believe they can establish themselves as a self-sustaining repertory theater after three years. The Foundation's grant provides administrative salary support during this start-up period.

SCHOLAR OPERA, Palo Alto, California

\$5,000

Scholar Opera performs before predominantly young audiences throughout the Bay Area. The grant enabled the director to bring two opera management consultants to Palo Alto for advice on strengthening the company's administration in preparation for expanding its program to give young singers performing experience.

SEATTLE SYMPHONY ORCHESTRA, Seattle

\$14,480/\$5,000

These funds support a joint study by the Seattle Symphony Orchestra and a film company to develop a new format for symphony youth concerts that will combine film with live concert performances. If some technical problems now under study are solved, the basic materials will be useful to other orchestras.

SIX CHARACTERS, INC., Los Altos, California

\$4,500

The Los Altos Conservatory Theatre is a community theater that also trains young actors in a semi-professional setting. This grant supports the production of an original play by an unknown young American playwright at the Theatre.

THEATER COMMUNICATIONS GROUP, New York City

\$37,800

Theater Communications Group is the national service organization for non-profit professional theater. It provides management advisory services for more than 180 established theater companies, a national auditions program for young actors, and advanced training fellowships for mid-career performing arts managers. The grant is for general support and fellowship funds.

WESTERN ASSOCIATION OF ART MUSEUMS, San Francisco

\$30,000 over two years

In 1979 the Foundation awarded \$18,000 toward the first-year pilot program of the Museum Management Institute of the Western Association of Art Museums. Thirty-five museum executives participated in a four-week management course at the University of California, Berkeley. Similar institutes are planned for 1980 and 1981. The Foundation awarded a final two-year grant in support of these institutes.

EDUCATION

AMERICAN COUNCIL ON EDUCATION, Washington, D.C.

\$10,000

The American Council on Education has established a Presidents' Committee on Collegiate Athletics to help colleges and universities deal with what has become a major problem area in higher education. The Hewlett grant will help pay the costs incurred in the Committee's efforts to heighten institutional sensitivity to the ethical problems involved in collegiate athletics, develop consensus on policy responses, and advise individual institutions on the handling of particular issues.

ASSOCIATION OF AMERICAN UNIVERSITY PRESSES, New York City

\$10,000

The Association of American University Presses is the umbrella organization for established university presses in the United States and Canada. To familiarize editors with financial and marketing aspects of the publishing business, the Association presented a workshop on "Finances for Non-financial People" at its annual meeting. The Foundation's grant made possible four regional replications of the workshop.

COALITION OF INDEPENDENT COLLEGE AND UNIVERSITY STUDENTS

Washington, D.C.

\$6,300

The Coalition of Independent College and University Students is a national effort to increase students' understanding of the system by which private colleges are supported and to enlist students in strengthening that system. The Hewlett grant paid for fundraising expenses and for summer internships for two students from black colleges.

A student intern learns about the support of private colleges at a workshop of the Coalition of Independent College and University Students.



EDITORIAL PROJECTS FOR EDUCATION, Washington, D.C. \$8,700

Editorial Projects for Education provides informative materials on higher education to college public relations officers, college trustees, and subscribing newspapers. To help increase the number of newspaper subscriptions, the Foundation has provided funds to underwrite the costs of free trial subscriptions and expenses incurred in promoting the service.

GLOBAL PERSPECTIVES IN EDUCATION, New York City \$10,000

The Global/International Education Coalition comprises some 35 organizations concerned with international education. The Hewlett grant provides partial support for the Coalition's efforts to develop a consensus on the issues most urgently requiring public understanding and to set a limited agenda of actions that will ensure widespread attention to those issues.

INDEPENDENT COLLEGES OF NORTHERN CALIFORNIA, San Francisco \$25,000

The Independent Colleges of Northern California was organized in 1955 as a fundraising arm for its nine member institutions: Fresno Pacific College, College of Notre Dame, Holy Names College, Pacific Union College, St. Mary's College, Dominican College, University of the Pacific, Monterey Institute of International Studies, and University of Santa Clara. The Foundation's grant will be used to match substantial new or increased gifts from corporations.

INTERNATIONAL AND AREA STUDIES AT MAJOR UNIVERSITIES

University of California, Berkeley	\$150,000
University of Chicago, Chicago	\$150,000
University of Michigan, Ann Arbor	\$150,000
University of Washington, Seattle	\$150,000

The Hewlett Foundation's program of challenge grants for international and area studies at major research universities is designed to endow discretionary funds for short-term special opportunities in research, teaching, and curriculum development.

INTERNATIONAL COUNCIL FOR EDUCATIONAL DEVELOPMENT

New York City \$10,000

The new National Council on Foreign Language and International Studies was formed on the recommendation of a Presidential Commission. The Council is charged with stimulating interest in improving the nation's ability to understand and communicate with other societies. Hewlett has joined several other foundations and the National Endowment for the Humanities in providing initial operating support for the National Council through its fiscal agent, the International Council for Educational Development.



The Alaska Resource Management Training Center is developing committee management programs for resident land managers.

LIBERAL ARTS COLLEGE SELF-RENEWAL PROGRAM \$1,650,000 over three years
(Please see p. 45 for list of recipient institutions and amounts awarded.)

In recent years budgetary pressures have forced private liberal arts colleges to reduce the flexible funding necessary to preserve institutional vitality. The joint self-renewal program of the Hewlett and Andrew W. Mellon Foundations, operating through an advisory committee, endows presidential discretionary funds, to be used primarily for faculty and curriculum development. Nineteen colleges were invited to participate in the program in 1980.

RESEARCH LIBRARIES GROUP, Stanford, California \$300,000

The Research Libraries Group (RLG) is a consortium of major research libraries formed in 1978 to control spiraling library costs through shared programs and services. RLG estimates that with 12 more members the consortium will become self-supporting. The Hewlett grant establishes a fund to attract new members by paying the costs entailed in joining the system.

SOCIETY FOR VALUES IN HIGHER EDUCATION, New Haven, Connecticut \$10,000

The Society for Values in Higher Education organizes conferences, workshops, and study projects on ethical issues in higher education. The Society will use the Hewlett funds, along with a matching grant from the Exxon Educational Foundation, to plan a pilot project showing university and college administrators how such traditional academic values as institutional loyalty, moral leadership, and academic quality can be incorporated in institutional planning even in periods of rising costs and shrinking enrollment.

UNIVERSITY PUBLISHING, Berkeley, California \$15,000

University Publishing is a quarterly journal devoted entirely to reviewing university press books and listing new releases. Because of their specialized subject matter, university press books normally receive so little public notice that their sales suffer. In providing operating support to *University Publishing* for one year, the Foundation hopes to help all university presses reach a wider market.

WORLD WITHOUT WAR COUNCIL, Berkeley, California \$3,500

The World Without War Council works with other public affairs and educational groups to help educate the public about international affairs. More than 250 organizations in northern California are currently involved in such work, but information about them all is not available in any one place or in a comparative format. The Council will use the funds granted to prepare a detailed directory of Bay Area organizations in the field.

ENVIRONMENT

- UNIVERSITY OF ALASKA, Fairbanks** \$100,000
 Alaskan land managers must cope with complex resource management problems. An Alaska Resource Management Training Center within the University of Alaska is under development; it would provide orientation programs for newcomers and retraining programs for resident land managers. This grant provides for the establishment of an Advisory Board, an experimental training session, and an evaluation of this first attempt at cooperative management to determine whether a permanent Center should be established.
- AMERICAN LAND FORUM, Washington, D.C.** *\$70,000 over two years*
 The American Land Forum is a research and educational organization established in 1978 by land-planners, policy analysts, and writers to study issues in land resource management and to educate decision-makers through readable publications. Issues the Forum has designated for study include farmland conversion and retention; protection of outstanding landscapes; restoration of major city parks; and management of wilderness areas for both production and conservation. This grant provides stability for the new organization and will stimulate other sources of funding.
- AMERICAN UNIVERSITY, Washington, D.C.** \$5,000
 A twelve-volume series of selected letters and papers of Frederick Law Olmsted, a pioneer nineteenth-century land planner, is being edited by Charles C. McLaughlin of American University for publication by the Johns Hopkins University Press. Funded primarily by the National Endowment for the Humanities, the project fell short this year in raising the required funds; this grant made up the shortfall.
- BATES COLLEGE, Lewiston, Maine** \$32,525
 In 1978, 600 acres of coastal land were deeded to Bates College for preservation, research, and teaching. The area, now known as the Bates-Morse Mountain Conservation Area, is the only remaining undeveloped, unaltered barrier spit in Maine. This grant partially covers costs of scientific equipment, sea and land vehicles, and a research shelter.
- UNIVERSITY OF CALIFORNIA, SANTA BARBARA** \$15,000
 The environmental internship program at the University of California, Santa Barbara, places students in environmental agencies, thus providing practical experience for the students, inexpensive assistance for the agency, and a route toward jobs in the field. Since 1973 more than 600 students have participated in the program. Foundation funds, together with a matching amount from the University, will support a full-time intern coordinator and provide financial assistance for low-income students.



Diverse groups express their views on land planning problems at a session sponsored by the Forum on Community and the Environment.

CALIFORNIA PUBLIC UTILITIES COMMISSION, San Francisco **\$3,000**

In April 1980 a symposium was held at Stanford University on energy efficiency and the utilities. Participants included representatives of industry, government, academia, the press, the public, and the financial community. The subjects discussed included utilities' financing of conservation projects and home solar water heaters, the purchase of electricity generated by others, and the impact of rate incentives on energy efficiency. The Hewlett grant helped underwrite the symposium and publication of a book summarizing its highlights.

CASCADE HOLISTIC ECONOMIC CONSULTANTS, Eugene, Oregon **\$2,000**

Cascade Holistic Economic Consultants is a policy research group concerned with environmental issues of particular relevance to the Northwest. The group selects a particular problem and presents its various aspects to a diverse audience. The grant helped defray the costs of producing a magazine on forest planning.

CENTER FOR COLLABORATIVE PROBLEM SOLVING, San Francisco **\$7,000**

To help meet the need for more conflict managers, the Foundation supported a workshop sponsored by six organizations involved in conflict management and environmental issues. The workshop was organized by the Center for Collaborative Problem Solving, established by the American Arbitration Association in 1978 to provide expert third-party assistance in mediating disputes.

CENTER FOR ENVIRONMENTAL INTERN PROGRAMS

Boston

\$100,000 over three years

The Center for Environmental Intern Programs aims to improve environmental quality and resource conservation by providing a core of trained young professionals in the field. It has begun a network of intern programs in four regions of the United States and developed and supervised programs that have placed approximately 1,000 interns with some 250 organizations. With the assistance of the Foundation's grant for general support, the Center will establish programs in two additional regions.

FORUM ON COMMUNITY AND THE ENVIRONMENT, Palo Alto **\$80,000 over two years**

The Forum on Community and the Environment opens lines of communication between diverse, often opposed, groups and individuals, to find common ground on environmental issues. This grant is primarily to develop demonstrations in participatory planning and conflict management for the California Department of Parks and Recreation, the goal being to improve the effectiveness of park personnel in dealing with communities. It is also used to train young professionals in conflict management.



An environmental education workshop at Hidden Villa.

HIDDEN VILLA, Los Altos Hills, California *\$30,000 over three years*
 Hidden Villa, in the Santa Cruz mountains near Los Altos, has provided environmental education since 1956. It offers workshops for children, an interracial summer camp, farm tours, hiking and riding facilities, and a youth hostel. This grant, to be applied toward salary for a full-time director-fundraiser, is an attempt to provide sufficient stability to cover a long-term funding strategy.

KEYSTONE CENTER FOR CONTINUING EDUCATION

Keystone, Colorado *\$100,000 over two years*
 The Keystone Center for Continuing Education provides opportunities for public policy studies of national issues. Keystone brings together people of varying backgrounds to discuss specific environmental issues and to develop constructive policy options for use at various levels of government. The Foundation's award will be used to support a core staff and cooperative efforts with other conflict managers.

NATURE CONSERVANCY, Arlington, Virginia *\$200,000 over two years*
 The Nature Conservancy acquires and manages ecologically unique lands throughout the United States. The Land Preservation Fund, to which this grant is a contribution, is a revolving loan fund that permits the Conservancy to buy land quickly when opportunities arise. The fund is continually replenished as land is sold to managing agencies, mostly governmental.

NORTHERN ROCKIES ACTION GROUP, Helena, Montana *\$10,000*
 The Northern Rockies Action Group serves as fiscal agent and staff support group for the Sheep Producer/Environmentalist Committee, which operates in Idaho and Wyoming. The grant provides funds to offset staff expenses and to help defray the Committee's travel and lodging expenses. This Committee is an attempt to help two groups, with differing views, to work together toward common goals.

OREGON HIGH DESERT MUSEUM, Bend, Oregon *\$4,000*
 The Oregon High Desert Museum consists of several administration buildings on a 110-acre site, with trails to landscapes representative of the region. The Museum has received a grant from the Northwest Area Foundation for a natural resource education program. Hewlett Foundation funds will be used to enlist and train volunteers to work in the program.

SCIENTISTS' INSTITUTE FOR PUBLIC INFORMATION

New York City *\$85,000 over two years*
 The Scientists' Institute for Public Information provides factual information to leaders and the public about issues involving science and public policy. In



Student volunteers assist the National Park Service and U.S. Forest Service maintain heavily used park facilities under the auspices of the Student Conservation Association.

cooperation with other organizations, the Institute convenes task forces, conducts Congressional seminars, produces research reports, and puts journalists in touch with scientists who can answer technical questions. The Hewlett Foundation grant is for general support of those activities that deal with environmental issues.

SIERRA CLUB FOUNDATION, San Francisco

\$5,000

The Sierra Club's Inner Cities Outings Program, which is run entirely by volunteers, provides outdoor experiences for inner-city youth. The grant provides support for operating costs and is designed to stimulate other major contributions.

STUDENT CONSERVATION ASSOCIATION

Charlestown, New Hampshire

\$90,000 over three years

The Student Conservation Association began in 1957 as an experiment to help the National Park Service meet an expanding demand for visitor services. About 6,000 volunteers have been placed in National Parks since the beginning of the program. General support funds cover costs of new volunteer projects with the U.S. Forest Service and the Nature Conservancy, recruitment in disadvantaged communities, financial aid for economically disadvantaged students, and efforts to increase funding.

TRUST FOR PUBLIC LAND, San Francisco

\$120,000 over two years

The Trust for Public Land, established in 1973, assists government agencies and citizen groups in acquiring and managing parcels of land appropriate for recreational use. The Trust has established 22 nonprofit land trusts in eight states and assisted in the establishment of 26 others; created 90 community gardens and neighborhood miniparks in five cities; developed an urban technical assistance program; and completed 117 major open space preservation projects in 13 states. Hewlett funds allow the Trust to provide technical and management assistance to additional local groups, in both urban and rural areas.

WORLDWATCH INSTITUTE, Washington, D.C.

\$180,000 over three years

Through its research and publications, the Worldwatch Institute seeks to anticipate emerging global issues and to educate both the public and policymakers about them. Worldwatch has produced publications on such diverse topics as environmental stress and world food prospects, the firewood crisis, world population trends, solar energy, and disappearing species. Foundation funds will be applied to general support of the Institute's work on population and environmental issues.

Research and education activities are under way at the Bates-Morse Mountain Conservation Area.



YALE UNIVERSITY, New Haven, Connecticut

\$4,600

The School of Forestry and Environmental Studies at Yale is cooperating with several groups in the creation of a new center for environmental mediation in New England. This grant provided for some of the development costs, primarily those of an intern who made studies of two existing dispute resolution organizations.

POPULATION

INTERNATIONAL COMMITTEE ON THE MANAGEMENT OF POPULATION PROGRAMMES, Selangor, Malaysia

\$150,000 over three years

The purpose of the International Committee on the Management of Population Programmes (ICOMP) is to improve the management of population programs in developing countries by providing consulting services and management training and by conducting applied research. The general support funds granted allow ICOMP to identify and develop projects, respond to unexpected opportunities, supplement national training programs, and extend the effectiveness of projects funded by government donors.

INTERNATIONAL UNION FOR THE SCIENTIFIC STUDY OF POPULATION, Liège, Belgium

\$60,000 over three years

The International Union for the Scientific Study of Population (IUSSP), composed of 1400 members from more than 100 countries, aims to promote demography, stimulate other groups' interest in population programs, bring together people involved in population studies, and disseminate scientific knowledge. Foundation funds are used by three IUSSP committees—those concerned with fertility, population policy, and the relationship between income distribution and demographic variables—to ensure comprehensive participation in meetings and seminars and to publish their most broadly useful results.

NATIONAL AUDUBON SOCIETY, New York City

\$5,000

With approximately 60 other organizations, the National Audubon Society sponsored a conference in early 1981 to consider the relations between population, resources, and the environment. The conference brought together population experts, natural resource specialists, environmentalists, and other public interest leaders to learn from one another and launch new initiatives for cooperative action. The Hewlett grant partially covered the cost of the conference.

PATHFINDER FUND, Chestnut Hill, Massachusetts

\$300,000 over three years

The Pathfinder Fund has introduced and implemented family planning projects in 83 developing countries. The general support funds awarded assist the following activities: women's division, fertility services, small grant rapid response program, and policy division. A matching portion of the funds stimulates grants from new donors and additional grants from past donors.

PLANNED PARENTHOOD OF AMERICA, San Francisco

\$140,000 over three years

Through the Western Region office, the eight Planned Parenthood affiliates of the Bay Area have mounted a two-year cooperative program to address their need for improved fundraising programs tailored to each affiliate. Foundation funds support consultants to work with the affiliates and pay for materials for a

joint conference and some travel expenses. If the collaborative approach proves successful, it will be offered as a model to Planned Parenthood affiliates in other regions.

POPULATION CRISIS COMMITTEE, Washington, D.C. *\$60,000 over two years*

The Population Crisis Committee encourages the development of workable population policy options for developing nations. It works through personal diplomacy, conferences, and the dissemination of appropriate materials. Hewlett Foundation funds support activities designed to increase the commitment of national leaders to solving population problems.

POPULATION RESOURCE CENTER, New York City *\$75,000 over three years*

The Population Resource Center aims to help foundations, corporations, and government agencies improve their understanding of the population field and to stimulate funding for population programs both in the United States and overseas. Assisted by Hewlett's general support funds, the Center will show how population issues are relevant to the work of many different organizations.

PROGRAM FOR THE INTRODUCTION AND ADAPTATION OF
CONTRACEPTIVE TECHNOLOGY, Seattle *\$120,000 over three years*

The work of the Program for the Introduction and Adaptation of Contraceptive Technology (PIACT) is directed toward appropriate adaptation and marketing of contraceptive methods. PIACT works with autonomous national units in seven countries to extend the use of contraceptives. Foundation funds support staff expansion, particularly the recruitment of Asian and Latin American staff to develop and manage regional programs.

UNIVERSITY POPULATION CENTERS

University of California, Berkeley *\$120,000 over three years*

University of Pennsylvania, Philadelphia *\$150,000 over three years*

University of Wisconsin, Madison *\$120,000 over three years*

Grants to university-based population programs provide funds for fellowships for foreign students, administrative support, and special needs connected with training, ongoing research, and research projects under development.

UNIVERSITY OF MICHIGAN, Ann Arbor *\$15,000*

The program for foreign statisticians at the University of Michigan's Institute for Social Research has trained more than 300 fellows from less developed countries in sampling methods. Many of these statisticians have later worked with the World Fertility Survey. The funds awarded will support a number of outstanding foreign statisticians for whom other fellowship funds were unavailable.

WORLD EDUCATION, New York City *\$150,000 over three years*

World Education has provided training in educational and community development in developing countries for the past ten years. Recently it has developed several major family planning and income-generating programs for women. Foundation funds allow World Education to extend these programs and to develop projects that later can be funded through government sources.

REGIONAL GRANTS

- BAY AREA BLACK UNITED FUND, Oakland** *\$70,000 over two years*
 The Bay Area Black United Fund was organized in 1979 to raise funds for human services organizations and to increase charitable contributions and volunteer activity among members of the black community. The Fund's activities are coordinated with the United Way of the Bay Area. The Hewlett Foundation grant assists the Fund in its first two years of planning and operation.
- CHINATOWN NEIGHBORHOOD IMPROVEMENT RESOURCE CENTER, San Francisco** *\$150,000 over two years*
 The Chinatown Neighborhood Improvement Resource Center is a community planning and coordinating agency founded in 1977 by five Chinese civic organizations. The Foundation's grant enables the Center to continue its efforts to address such problems as community facilities, transportation, land use, open space, and improvement of public services.
- CHINATOWN RESOURCES DEVELOPMENT CENTER, San Francisco** *\$15,000*
 The Chinatown Resources Development Center is a twelve-year-old employment and language training organization that serves Asian residents of San Francisco. The new maintenance training project supported by this grant enables the Center to train clients for maintenance positions in San Francisco.
- CITIZENS POLICY CENTER, Santa Barbara** *\$15,000*
 The Citizens Policy Center has established youth apprenticeship and entrepreneurial programs elsewhere that it plans to replicate in the Bay Area. The Foundation grant will support management and accounting assistance as the Center undertakes such replication work and restructures its operations.
- COMMUNITY BOARD PROGRAM, San Francisco** *\$15,000*
 The Community Board Program conducts community-based dispute resolution programs in San Francisco neighborhoods. The Hewlett Foundation grant supports planning for a "Community Justice Center" to respond to the many requests the Program receives from other communities for assistance in establishing similar programs.
- COMMUNITY FOUNDATION OF SANTA CLARA COUNTY, San Jose** *\$5,000*
 A number of foundations and corporations, including the Hewlett Foundation, have organized a Southeast Asian Refugee Task Force to gather information about the estimated 38,000 Southeast Asian Refugees in the Bay Area. The Hewlett Foundation's grant to the Community Foundation, which acts as fiscal agent for the Task Force, provided salary support for an inquiry into the status of these refugees and the ways private funders might assist them.

A box-manufacturing company received assistance targeted at minority-owned businesses.



EAST BAY ASIAN LOCAL DEVELOPMENT CORPORATION

Oakland

\$80,000 over two years

The East Bay Asian Local Development Corporation was founded in 1975 to serve Asian-Americans in Alameda and Contra Costa counties. The general support funds awarded will assist the Corporation as it leases space in its renovated building to commercial and nonprofit tenants, provides management services to Asian-American organizations, and develops new programs.

FUND RAISING SCHOOL, San Rafael

\$490

The Fund Raising School conducts workshops for nonprofit organizations. The grant paid the tuition at a workshop on fundraising for low budget organizations for two representatives of a community service organization that has received partial support from the Foundation.

GIRLS' CLUB OF THE MID-PENINSULA, Menlo Park

\$69,500 over three years

The Girls' Club of the Mid-peninsula provides cultural, recreational, and tutorial services to girls from the predominantly black communities of East Palo Alto and East Menlo Park. The funds awarded provide for general support, assistance with management and board development, and energy-saving capital improvements to the Club's building.

GRANTSMANSHIP CENTER, Los Angeles

\$1,650

The Grantsmanship Center offers training workshops to representatives of nonprofit organizations in such topics as proposal writing, fundraising skills, and approaches to funding sources. The grant covered partial tuition for six workshop participants from Bay Area organizations previously supported by the Hewlett Foundation.

INSTITUTE FOR THE STUDY OF COMMUNITY ECONOMIC DEVELOPMENT

East Palo Alto

\$3,000

The Institute for the Study of Community Economic Development (ISCED) is a community-based organization that provides research and management assistance to nonprofit organizations in East Palo Alto and East Menlo Park. In 1980 ISCED led 11 community groups in organizing a youth festival celebrating their services to the area's youth and Black History Month. The grant covered direct costs associated with the festival.

INSTITUTE FOR THE STUDY OF COMMUNITY ECONOMIC DEVELOPMENT

East Palo Alto

\$10,000

On behalf of numerous groups in East Palo Alto, ISCED has contracted with SRI International for three research studies on the feasibility of incorporation for East Palo Alto. Hewlett Foundation funds will be used to help pay for these studies and for dissemination of their findings.

- MID-PENINSULA SUPPORT NETWORK, Mountain View** *\$35,000 over two years*
 The Mid-Peninsula Support Network was founded in 1978 to assist the victims of domestic violence in northern Santa Clara and southern San Mateo counties. The grant will be used to help provide staff for a shelter and counseling services for victims of domestic violence.
- MID-PENINSULA YWCA, Palo Alto** *\$600*
 The third annual black experience project of the Mid-Peninsula YWCA exposed schoolchildren and members of the public to the history and culture of black Americans through poetry reading, gospel singing, and dance. The Foundation's grant was for general support of the project.
- NEW DIMENSIONS IN COMMUNITY SERVICE, San Francisco** *\$5,000*
 New Dimensions in Community Service is a volunteer organization founded in 1975 to provide services not generally available to minority communities. With the support of the San Francisco School District, it operated a summer school program in the Western Addition and Haight-Ashbury districts of San Francisco for several years. The Foundation's grant helped to continue that program in 1980 in the absence of school district support.
- PALO ALTO AREA YMCA, Palo Alto** *\$20,000*
 The Palo Alto Area YMCA has recently established an extension in Mountain View that provides after-school child care, support services for single-parent families, youth and adult physical education, and counseling for teenagers and their families. The funds awarded will help support the first year of these programs.
- RESOURCE CENTER FOR WOMEN, Palo Alto** *\$50,000 over three years*
 The Resource Center for Women is a service organization whose principal clients are women who seek assistance in finding employment. The funds awarded will enable the Center to extend its services to a larger number of women and increase its base of support from foundations, corporations, and individual memberships and its revenues from fee-for-service classes and employer-retained placement services.
- SAN FRANCISCO AFRICAN AMERICAN HISTORICAL AND CULTURAL SOCIETY, San Francisco** *\$2,444*
 The San Francisco African American Historical and Cultural Society provides educational programs on the history and culture of black Americans. The Foundation closed its San Francisco office and donated the furniture to the Society.

- SAN FRANCISCO STUDY CENTER, San Francisco** *\$45,000 over two years*
 The San Francisco Study Center was established in 1972 to provide management assistance and information about city departments to community service organizations, on a free or reduced-fee basis. The general support funds awarded help support the Center's library, public information switchboard, and management assistance courses.
- SPANISH SPEAKING UNITY COUNCIL, Oakland** *\$120,000 over two years*
 The Spanish Speaking Unity Council is a community development corporation serving low-income residents of East Oakland. The Hewlett grant helps support the Council's program of technical and financial assistance to minority businesses and its efforts to promote partnerships between public and private investors with an interest in East Oakland.
- STANFORD UNIVERSITY, Stanford** *\$5,000*
 The Action Research Liaison Office (ARLO) of Stanford University provides research services by students, under faculty supervision, to local community organizations. The Foundation's grant is for general support of ARLO's activities.
- UNITED WAY OF THE BAY AREA, San Francisco** *\$30,000 over three years*
 The Summer Youth Project, established in 1976, makes contributions to groups that serve youth in the summer months. The 180 organizations receiving small grants from the Project in 1979 reached more than 30,000 young people.
- VALLEY VOLUNTEER BUREAU, Pleasanton** *\$5,000*
 The Valley Volunteer Bureau supplies volunteers to meet the needs of nonprofit organizations in southern Alameda County. A survey of these organizations showed their greatest need was for stronger, more diversified boards of directors. The Hewlett Foundation grant will be used to help these organizations in the recruitment and training of board members.
- WOMAN'S ALLIANCE, San Jose** *\$2,570*
 The Woman's Alliance operates a 25-bed shelter for battered women and their children in the San Jose area. The Hewlett grant enabled the Alliance to meet two monthly mortgage payments on the building pending receipt of Community Development Block Grant funds. This grant supplemented previous Foundation grants to the Alliance.

SPECIAL PROJECTS

- AMERICAN ACADEMY OF ARTS AND SCIENCES, Stanford, California \$5,000
The Western Center of the American Academy of Arts and Sciences organizes meetings, conferences, and study projects in the western United States. The Hewlett Foundation grant is for general support of the Center's activities.
- ASSOCIATION OF BLACK FOUNDATION EXECUTIVES, New York City \$3,500
The Association of Black Foundation Executives works to increase the number of black representatives on the boards and professional staffs of foundations and to bring the needs of the black community to the attention of foundation officers. The funds granted will help pay the Foundation's general operating expenses during its present reorganization.
- CENTER FOR DISPUTE RESOLUTION, Denver \$15,000
The Center for Dispute Resolution was founded in 1978 to provide mediation and arbitration services to the general public and to train mediators. In 1980 the Center processed 287 mediation cases and 150 arbitrations. The funds granted are for general support.
- EXPLORATORIUM, San Francisco \$165,000 over three years
The Exploratorium is a science museum whose exhibits and classes attract more than half a million visitors a year. Until recently, the director has taken both educational and administrative responsibility for the entire enterprise. The funds awarded enable the Exploratorium to hire a deputy director and other assistants to manage the museum's day-to-day affairs.
- HOOVER INSTITUTION ON WAR, REVOLUTION AND PEACE \$2,500
Stanford, California
The Hoover Institution is engaged in an analysis of changing public attitudes toward major American institutions, particularly the supposed loss of faith in these institutions. The funds granted will permit completion of the analysis of data from public opinion polls.
- JOINT CENTER FOR POLITICAL STUDIES, Washington, D.C. \$7,500
The Joint Center for Political Studies was established in 1970 as a resource and research organization to enhance the participation of blacks in the political process. The Foundation's grant provided partial support for a conference to explore possible roles for the Center in addressing public policy issues of relevance to blacks.

NATIONAL INFORMATION BUREAU, New York City \$5,000

The National Information Bureau is an accreditation service for charitable organizations. The Bureau has established a National Center for Information on Charitable Organizations that will develop a computerized data bank containing statistics on charitable organizations. The Hewlett Foundation has joined a number of corporations and other foundations to support this effort.

NATIONAL URBAN COALITION, Washington, D.C. \$15,000

The National Urban Coalition works through 34 autonomous local affiliates to address the problems of the urban poor by forming partnerships between business, labor, government, and the local community. The Foundation's grant is for general support of the Coalition's central office.

NATIONAL URBAN FELLOWS, New York City \$150,000 over three years

The National Urban Fellowship Program was begun in 1969 to provide training and internship opportunities that would prepare minority men and women for careers in urban administration. Through 1979 the Program had awarded 217 fellowships. The Hewlett grant is to be used to support additional fellowships, primarily to hispanics from the West and Southwest.

PACIFIC INSTITUTE FOR RESEARCH AND EVALUATION
Lafayette, California \$360,000

The Pacific Institute for Research and Evaluation (PIRE) conducts demonstration programs in public schools and evaluates their effects on student behavior. The funds allocated are for the planning of a demonstration program intended to increase prosocial behavior in American children; to Prevention Materials Institute (a PIRE subsidiary), for the developmental phase of the planned five-year demonstration program; and for Foundation-related expenses incurred in monitoring the program.

STANFORD UNIVERSITY, Stanford, California \$300,000

The Music Department of Stanford University is housed in several small buildings. The new music building now under construction provides rehearsal and practice space, classrooms and studios, and a library. The Hewlett Foundation joined the Braun Trust of Southern California and several other donors to support the construction of the new building.

- TRILATERAL COMMISSION, New York City *\$75,000 over three years*
 The Trilateral Commission was founded in 1973 with representatives from North America, Japan, and the European Community to establish among leading citizens of the three regions the value of working together to analyze and resolve common problems, and to make recommendations in published reports on problems important to these regions and to the rest of the world. Hewlett Foundation funds will be used for general support of the North American segment of the Commission's budget in its final three years.
- UNITED WAY OF SANTA CLARA COUNTY, Santa Clara, California *\$10,000*
 United Way plans to expand its facilities in Santa Clara. A new building is to be financed in part from reserve funds and in part by a special fundraising campaign. The Hewlett grant is the Foundation's contribution to the building campaign fund.
- VANDERBILT UNIVERSITY, Nashville, Tennessee *\$72,500 over two years*
 The Television News Archive at Vanderbilt University has the only collection of television news broadcasts of the three major networks for the years 1968-74. The broadcasts were originally recorded on reel-to-reel tape and are now being converted to more accessible cassettes, with partial support from the National Endowment for the Humanities. The Foundation grant provides half the required match for NEH support.
- YALE UNIVERSITY, New Haven, Connecticut *\$300,000 over three years*
 The Program on Nonprofit Organizations began operation at Yale University in 1977, with the purpose of stimulating scholarly interest in nonprofit organizations and sponsoring the kinds of empirical and theoretical studies of their policy and management problems that already exist for the government and business sectors. Jointly funded by five foundations, the Program supported 44 research projects in its first three years. The Hewlett grant provides general support for the Program.

AUTHORIZATIONS
& DISBURSEMENTS
1980

ARTS & HUMANITIES*

	UNPAID DEC. 31, 1979	1980		UNPAID DEC. 31, 1980
		GRANTS AUTHORIZED	PAYMENTS MADE	
AFFILIATE ARTISTS, San Francisco <i>For community residencies of young artists in California</i>		\$ 60,000	\$ 20,000	\$ 40,000
AMERICAN ASSOCIATION OF MUSEUMS Washington, D.C. <i>For accreditation program</i>	\$ 50,000			50,000
AMERICAN DANCE FESTIVAL Durham, North Carolina <i>For general operating support</i>		50,000	35,000	15,000
AMERICAN THEATRE ASSOCIATION Washington, D.C. <i>To support administrative restructuring</i>		5,000		5,000
EL CENTRO CAMPESINO CULTURAL San Juan Bautista, California <i>For salary support of theater company administrators</i>		132,900	44,300	88,600
FINE ARTS MUSEUMS FOUNDATION, San Francisco <i>For general operating expenses of Downtown Center</i>	9,000		9,000†	
FIREHOUSE THEATRE COMPANY Mill Valley, California <i>For operating costs of Bay Area review including performing arts coverage</i>		8,000		8,000
FOLGER SHAKESPEARE LIBRARY Washington, D.C. <i>For building renovation</i>	130,000		70,000	60,000
FOOTHILL-DE ANZA COMMUNITY COLLEGE DISTRICT, Los Altos Hills, California <i>To enable colleges to hire director for Flint Center for the Performing Arts</i>	15,000		15,000	
FOUNDATION FOR THE EXTENSION AND DEVELOPMENT OF THE AMERICAN PROFESSIONAL THEATRE, New York City <i>To support management consulting programs for theatre and dance companies in Bay Area</i>		102,300	51,150	51,150
FREDERIC BURK FOUNDATION, San Francisco <i>To help support Bay Area Congress on Women in Music</i>		10,000	10,000	

*The name of this program was changed in February 1981 to Performing Arts.

†Grant cancelled

	1980			UNPAID DEC. 31, 1980
	UNPAID DEC. 31, 1979	GRANTS AUTHORIZED	PAYMENTS MADE	
HOLY NAMES COLLEGE, Oakland <i>To support teacher training in Kodaly method of music instruction</i>	100,000		100,000	
JULIAN THEATRE, San Francisco <i>For New Plays and Playwrights series</i>		7,500	7,500	
MARIN CIVIC BALLET, San Rafael, California <i>For dance conservatory training program</i>	13,500		13,500	
MARIN SYMPHONY ASSOCIATION San Rafael, California <i>For general support of Orchestra Piccola and coaching program</i>	4,000		2,600	1,400
MENDOCINO ART CENTER, Mendocino, California <i>For purchase of a piano</i>		4,000	4,000	
MIDSUMMER MOZART, Menlo Park <i>To permit an increased number of concert rehearsals</i>		3,000	3,000	
MISSION SAN JUAN BAUTISTA MUSEUM San Juan Bautista, California <i>For preservation and cataloguing of Museum collection</i>		5,500		5,500
NATIONAL MARITIME MUSEUM, San Francisco <i>For partial salary support for cataloguers</i>		3,000	3,000	
NATIONAL OPERA INSTITUTE, Washington, D.C. <i>For apprenticeship program in opera administration</i>	15,000			15,000
ONE ACT THEATRE COMPANY OF SAN FRANCISCO <i>To provide salary for business manager</i>	10,000		7,000	3,000
PERFORMING ARTS SERVICES, San Francisco <i>To support joint services to Bay Area performing groups</i>		25,000	25,000	
POCKET OPERA COMPANY, San Francisco <i>For salary support of three part-time administrative positions</i>		28,000	10,000	18,000
SAN FRANCISCO BALLET <i>To support coaching for advanced ballet graduates</i>	50,000		25,000	25,000
SAN FRANCISCO CONSERVATORY OF MUSIC <i>To support master classes and workshops</i>		78,000	26,000	52,000
SAN FRANCISCO CONTEMPORARY MUSIC PLAYERS <i>For general support</i>		36,000	18,000	18,000

	UNPAID DEC. 31, 1979	1980		UNPAID DEC. 31, 1980
		GRANTS AUTHORIZED	PAYMENTS MADE	
SAN FRANCISCO OPERA <i>For the production of American operas featuring young artists</i>	40,000		40,000	
SAN FRANCISCO SYMPHONY ASSOCIATION <i>To support national auditions program and musicians' salaries</i>	35,600			35,600
SAN JOSE REPERTORY COMPANY San Jose, California <i>To provide salary support for general manager, development director</i>		60,000	20,000	40,000
SAN MATEO COUNTY HISTORICAL ASSOCIATION San Mateo, California <i>For increasing membership in the museum</i>	10,000		5,000	5,000
SCHOLAR OPERA, Palo Alto <i>For travel expenses and consulting fees of two professional opera managers</i>		5,000	5,000	
SCHOOL OF AMERICAN BALLET, New York City <i>For general support</i>	100,000		50,000	50,000
SEATTLE SYMPHONY ORCHESTRA <i>For lives-of-composers project</i>		19,480	14,480	5,000
SIX CHARACTERS, INC., Los Altos, California <i>For playwright-in-residence program at Los Altos Conservatory Theatre</i>		4,500		4,500
THEATER COMMUNICATIONS GROUP New York City <i>For national fellowships in performing arts management, general support</i>		37,800	37,800	
WESTERN ASSOCIATION OF ART MUSEUMS San Francisco <i>For Museum Management Institute</i>		30,000	20,000	10,000
YOUNG AUDIENCES OF THE BAY AREA San Francisco <i>For administrative support</i>	251		251	
Total Arts & Humanities	\$582,351	\$714,980	\$691,581	\$605,750

EDUCATION

	UNPAID DEC. 31, 1979	1980		UNPAID DEC. 31, 1980
		GRANTS AUTHORIZED	PAYMENTS MADE	
AMERICAN COUNCIL ON EDUCATION				
Washington, D.C.				
<i>For general support</i>	\$150,000		\$ 75,000	\$ 75,000
<i>For Presidents' Committee on Collegiate Athletics</i>		\$ 10,000	10,000	
AMERICAN UNIVERSITIES FIELD STAFF				
Hanover, New Hampshire				
<i>To increase financial stability by subsidizing fees of new university memberships, expanding staff to serve new members</i>	50,000		50,000	
ASSOCIATION OF AMERICAN UNIVERSITY PRESSES, New York City				
<i>To support regional workshops on finances</i>		10,000	10,000	
BUSH FOUNDATION, St. Paul, Minnesota				
<i>For College Alumni Challenge Grant program to increase alumni support of predominantly black private colleges</i>	600,000		300,000	300,000
UNIVERSITY OF CALIFORNIA, BERKELEY				
<i>For Mathematics, Engineering, Science Achievement (MESA) program to prepare minority high school students for mathematics-based careers</i>				
	250,000	350,000	250,000	350,000
<i>To help endow discretionary funds for international and area studies</i>		150,000	50,000	100,000
UNIVERSITY OF CALIFORNIA, LOS ANGELES				
<i>To help endow discretionary funds for international and area studies</i>	75,000			75,000
UNIVERSITY OF CHICAGO				
<i>To help endow discretionary funds for international and area studies</i>		150,000	50,000	100,000
COALITION OF INDEPENDENT COLLEGE AND UNIVERSITY STUDENTS, Washington, D.C.				
<i>For fundraising activities, establishment of chapters at black colleges</i>		6,300	6,300	
COUNCIL ON LIBRARY RESOURCES				
Washington, D.C.				
<i>For development of computerized bibliographic system for nation's libraries</i>	250,000		100,00	150,000

	UNPAID DEC. 31, 1979	1980		UNPAID DEC. 31, 1980
		GRANTS AUTHORIZED	PAYMENTS MADE	
EDITORIAL PROJECTS FOR EDUCATION Washington, D.C. <i>To help promote newspaper syndication service</i>		8,700	8,700	
FUND FOR THEOLOGICAL EDUCATION Princeton, New Jersey <i>For minority fellowship program</i>	37,500		37,500	
GLOBAL PERSPECTIVES IN EDUCATION New York City <i>For Global/International Education Coalition</i>		10,000	10,000	
INDEPENDENT COLLEGES OF NORTHERN CALIFORNIA, San Francisco <i>To stimulate large contributions to fundraising campaign</i>		25,000	15,000	10,000

The Program in Science, Technology, and Society at MIT explores the influence of political and cultural forces on science and technology and the impact of technology and scientific ideas on people's lives.



	1980		UNPAID DEC. 31, 1980
	UNPAID DEC. 31, 1979	GRANTS AUTHORIZED	
INTERNATIONAL COUNCIL FOR EDUCATIONAL DEVELOPMENT, New York City <i>For National Council on Foreign Language and International Studies</i>		10,000	10,000
INTERNATIONAL COUNCIL ON THE FUTURE OF THE UNIVERSITY, New York City <i>For general support of Council's convening, research, and publication activities</i>	25,000		10,000
LIBERAL ARTS COLLEGE SELF-RENEWAL PROGRAM <i>To help endow presidential discretionary funds at liberal arts colleges</i>			
BATES COLLEGE, Lewiston, Maine		62,500	62,500
BELOIT COLLEGE, Beloit, Wisconsin		75,000	50,000
BRYN MAWR COLLEGE, Bryn Mawr, Pennsylvania		125,000	100,000
CALVIN COLLEGE, Grand Rapids, Michigan		75,000	75,000
CARLETON COLLEGE, Northfield, Minnesota		100,000	100,000
COLGATE UNIVERSITY, Hamilton, New York		75,000	75,000
DAVIDSON COLLEGE, Davidson, North Carolina		100,000	100,000
GETTYSBURG COLLEGE, Gettysburg, Pennsylvania		75,000	75,000
GOUCHER COLLEGE, Towson, Maryland		75,000	75,000
HOPE COLLEGE, Holland, Michigan		75,000	75,000
KALAMAZOO COLLEGE, Kalamazoo, Michigan		75,000	75,000
KNOX COLLEGE, Galesburg, Illinois		75,000	75,000
LAWRENCE UNIVERSITY, Appleton, Wisconsin		87,500	87,500
MIDDLEBURY COLLEGE, Middlebury, Vermont		100,000	100,000
OCCIDENTAL COLLEGE, Los Angeles, California		62,500	62,500
ST. LAWRENCE UNIVERSITY, Canton, New York		87,500	62,500
SWARTHMORE COLLEGE, Swarthmore, Pennsylvania		100,000	100,000
TRINITY COLLEGE, Hartford, Connecticut		100,000	100,000
WILLIAMS COLLEGE, Williamstown, Massachusetts		125,000	125,000
MASSACHUSETTS INSTITUTE OF TECHNOLOGY <i>Toward start-up costs of College of Science, Technology and Society</i>	300,000		200,000
UNIVERSITY OF MICHIGAN <i>To help endow discretionary funds for international and area studies</i>		150,000	150,000

	UNPAID DEC. 31, 1979	1980		UNPAID DEC. 31, 1980
		GRANTS AUTHORIZED	PAYMENTS MADE	
NATIONAL INSTITUTE FOR CAMPUS MINISTRIES Newton Centre, Massachusetts <i>For general support</i>	35,000		25,000	10,000
RESEARCH CORPORATION, New York City <i>For research grants to liberal arts college faculty</i>	50,000		50,000	
RESEARCH LIBRARIES GROUP, Stanford <i>For general support of Research Libraries Information Network</i>	200,000		200,000	
<i>To subsidize purchase of computer terminals by universities joining Research Libraries Group</i>		300,000	300,000	
SOCIETY FOR VALUES IN HIGHER EDUCATION New Haven, Connecticut <i>To support planning of project on critical values in higher education</i>		10,000	10,000	
STANFORD UNIVERSITY <i>To help endow discretionary funds for international and area studies</i>	150,000		150,000	
UNIVERSITY PUBLISHING, Berkeley <i>To underwrite operations over one year</i>		15,000	15,000	
UNIVERSITY OF WASHINGTON <i>To help endow discretionary funds for international and area studies</i>		150,000	53,225	96,775
WESTERN ASSOCIATION OF SCHOOLS AND COLLEGES, Oakland <i>To support workshops on use of new accreditation standards and procedures</i>	34,500		34,500	
WORLD WITHOUT WAR COUNCIL OF NORTHERN CALIFORNIA, Berkeley <i>For Council's inventory project</i>		3,500	3,500	
Total Education	\$2,207,000	\$3,008,500	\$2,013,725	\$3,201,775

ENVIRONMENT

	1980		UNPAID DEC. 31, 1980
	UNPAID DEC. 31, 1979	GRANTS AUTHORIZED	
ALASKA CENTER FOR THE ENVIRONMENT			
Anchorage			
<i>For meeting to re-establish the Alaskan Conservation Foundation</i>	\$ 397		\$ 397
UNIVERSITY OF ALASKA, Fairbanks			
<i>For meeting to plan a management institute</i>	5,400		5,400
<i>For establishment of Alaska Resource Management Training Center</i>		\$100,000	100,000
AMERICAN LAND FORUM, Washington, D.C.			
<i>For general support</i>		70,000	30,000 \$ 40,000
AMERICAN UNIVERSITY, Washington, D.C.			
<i>For continuation of work on Frederick Law Olmsted Papers</i>		5,000	5,000
BATES COLLEGE, Lewiston, Maine			
<i>For purchase of equipment needed for educational development of Bates-Morse Mountain Conservation Area</i>		32,525	32,525
UNIVERSITY OF CALIFORNIA, SANTA BARBARA			
<i>For expansion of internship program</i>		15,000	15,000
UNIVERSITY OF CALIFORNIA, SANTA CRUZ			
<i>For Environmental Field Program, particularly student intern program</i>	30,000		15,000 15,000
CALIFORNIA MARINE MAMMAL CENTER			
Fort Cronkhite			
<i>To extend membership and develop environmental education program</i>	4,000		4,000
CALIFORNIA PUBLIC UTILITIES COMMISSION			
San Francisco			
<i>For symposium on "Energy Efficiency and the Utilities: New Directions"</i>		3,000	3,000
CALIFORNIA TOMORROW, San Francisco			
<i>For the Environmental Intern Program</i>	10,000		10,000
CASCADE HOLISTIC ECONOMIC CONSULTANTS			
Eugene, Oregon			
<i>To assist in continued publication of Forest Planning Magazine</i>		2,000	2,000

	UNPAID DEC. 31, 1979	1980		UNPAID DEC. 31, 1980
		GRANTS AUTHORIZED	PAYMENTS MADE	
CENTER FOR COLLABORATIVE PROBLEM SOLVING, San Francisco <i>For joint effort with American Arbitration Association, Forum on Community and the Environment, Harbinger Communications, Resolve, and ROMCOE</i>		7,000		7,000
CENTER FOR ENVIRONMENTAL INTERN PROGRAMS, Boston <i>For general support</i>		100,000	50,000	50,000
CONSERVATION FOUNDATION, Washington, D.C. <i>For general support of policy analysis programs</i>	60,000		60,000	
ENVIRONMENTAL LAW INSTITUTE Washington, D.C. <i>For general support of policy analysis programs</i>	45,000		45,000	
FILOLI CENTER, Woodside, California <i>For interest-free loan for land acquisition</i>	400,000			400,000
FORUM ON COMMUNITY AND THE ENVIRONMENT, Palo Alto <i>For program in participatory planning and conflict management for California Department of Parks and Recreation</i>		80,000	40,000	40,000
HIDDEN VILLA, Los Altos Hills, California <i>For general support</i>		30,000	10,000	20,000
KEYSTONE CENTER FOR CONTINUING EDUCATION, Keystone, Colorado <i>For Center's conflict management efforts</i>		100,000	50,000	50,000
NATURE CONSERVANCY, Arlington, Virginia <i>For Natural Heritage Program in California, and for nationwide Land Preservation Fund</i>	200,000		200,000	
<i>For Land Preservation Fund</i>		200,000	100,000	100,000
NORTHERN ROCKIES ACTION GROUP Helena, Montana <i>For Sheep Producer/Environmental Committee</i>		10,000	10,000	
OCEANIC SOCIETY, San Francisco <i>For development of Speakers Bureau in Bay Area</i>	7,000		5,610	1,390

	UNPAID DEC. 31, 1979	1980		UNPAID DEC. 31, 1980
		GRANTS AUTHORIZED	PAYMENTS MADE	
OREGON HIGH DESERT MUSEUM, Bend <i>For planning and development of volunteer program for the museum</i>		4,000	4,000	
PUBLIC LANDS INSTITUTE, Denver <i>For general support of policy analysis activities</i>	45,356		45,356	
RESOURCES FOR THE FUTURE, Washington, D.C. <i>For general support of policy analysis activities</i>	300,000		100,000	200,000
ROMCOE, Denver <i>To communicate ROMCOE's experiences to others concerned with managing environmental conflict</i>	50,000		50,000	
SCIENTISTS' INSTITUTE FOR PUBLIC INFORMATION, New York City <i>To support aspects of program focused on environmental issues</i>		85,000	40,000	45,000
SIERRA CLUB FOUNDATION, San Francisco <i>For outings program to provide outdoor experience for inner-city youth</i>		5,000		5,000
STUDENT CONSERVATION ASSOCIATION Charlestown, New Hampshire <i>For general support</i>		90,000	30,000	60,000
TRUST FOR PUBLIC LAND, San Francisco <i>To support technical assistance and management activities</i>		120,000	60,000	60,000
WORLDWATCH INSTITUTE, Washington, D.C. <i>For general support</i>		180,000	60,000	120,000
YALE UNIVERSITY <i>To School of Forestry and Environmental Studies for development of center for environmental mediation</i>		4,600	4,600	
Total Environment	\$1,157,153	\$1,243,125	\$1,186,888	\$1,213,390

POPULATION

	UNPAID DEC. 31, 1979	1980		UNPAID DEC. 31, 1980
		GRANTS AUTHORIZED	PAYMENTS MADE	
ASSOCIATION FOR VOLUNTARY STERILIZATION				
New York City				
<i>To support activities in Latin America</i>	\$ 30,000		\$ 30,000	
BROWN UNIVERSITY				
<i>For general support of Population Studies and Training Center</i>	100,000		20,000	\$ 80,000
UNIVERSITY OF CALIFORNIA, BERKELEY				
<i>To support Graduate Group in Demography/Program in Population Research</i>		\$120,000	50,000	70,000
COLUMBIA UNIVERSITY				
<i>For general support of Center for Population and Family Health</i>	80,000		40,000	40,000
FLORIDA STATE UNIVERSITY, Tallahassee				
<i>To support Library of Center for the Study of Population</i>	32,000			32,000
ALAN GUTTMACHER INSTITUTE, New York City				
<i>For general support of research and educational programs relating to fertility issues</i>	100,000		100,000	
INTERNATIONAL COMMITTEE ON THE MANAGEMENT OF POPULATION PROGRAMS				
Selangor, Malaysia				
<i>For general support</i>		150,000	50,000	100,000
INTERNATIONAL FERTILITY RESEARCH PROGRAM, Research Triangle Park, North Carolina				
<i>For dissemination of contraceptive methods, implementation of family planning programs</i>	40,000		40,000	
INTERNATIONAL UNION FOR THE SCIENTIFIC STUDY OF POPULATION, Liège, Belgium				
<i>For committees on fertility, population policies, and relationships between income distribution and demographic variables</i>		60,000	20,000	40,000
JOHNS HOPKINS UNIVERSITY				
<i>For general support of Population Center</i>	80,000		25,000	55,000
UNIVERSITY OF MICHIGAN				
<i>For general support of Population Studies Center</i>	100,000		50,000	50,000
<i>To Institute for Social Research, for fellowships for foreign students</i>		15,000		15,000

	UNPAID DEC. 31, 1979	1980		UNPAID DEC. 31, 1980
		GRANTS AUTHORIZED	PAYMENTS MADE	
NATIONAL ALLIANCE FOR OPTIONAL PARENTHOOD, Washington, D.C. <i>For general support of educational activities, particularly among teenagers</i>	30,000		30,000	
NATIONAL AUDUBON SOCIETY, New York City <i>For leadership conference on population, resources, and environment</i>		5,000		5,000
PATHFINDER FUND, Chestnut Hill, Massachusetts <i>For support of Women's Division, Fertility Services Division, and Human Resources/Rapid Response Program</i>	32,500		32,500	
<i>For general support</i>		300,000	70,000	230,000
UNIVERSITY OF PENNSYLVANIA <i>For Population Studies Center</i>		150,000	50,000	100,000
PLANNED PARENTHOOD AFFILIATES Northern California <i>To San Joaquin County affiliate, to strengthen base of private support</i>	10,000		10,000	
<i>To San Mateo County affiliate, for general support</i>	10,000		10,000	
<i>To Santa Clara County affiliate, for general support</i>	10,000		10,000	
<i>To Santa Cruz County affiliate, for development of a medical/educational resource in Watsonville</i>	3,500		3,500	
PLANNED PARENTHOOD FEDERATION OF AMERICA, New York City <i>For domestic activities</i>	200,000			200,000
PLANNED PARENTHOOD FEDERATION OF AMERICA, San Francisco <i>For Western Region Office's cooperative fundraising program of eight Planned Parenthood affiliates</i>		140,000	70,000	70,000
POPULATION COUNCIL, New York City <i>For fellowship program to train population experts in social science, demography, and program management</i>	100,000		100,000	
POPULATION CRISIS COMMITTEE Washington, D.C. <i>To support programs encouraging governments of developing nations in efforts to curb population growth</i>		60,000	30,000	30,000

	UNPAID DEC. 31, 1979	1980		UNPAID DEC. 31, 1980
		GRANTS AUTHORIZED	PAYMENTS MADE	
POPULATION INSTITUTE, Washington, D.C. <i>To cover cost of one issue of Popline</i>	1,200		1,200	
POPULATION RESOURCE CENTER, New York City <i>For general support</i>		75,000	25,000	50,000
PRINCETON UNIVERSITY <i>For general support of Office of Population Research</i>	100,000		50,000	50,000
PROGRAM FOR THE INTRODUCTION AND ADAPTATION OF CONTRACEPTIVE TECHNOLOGY, Seattle <i>For general support</i>		120,000	50,000	70,000
MARGARET SANGER CENTER, New York City <i>For training of family planning managers in West Africa</i>	25,000		25,000	
<i>To establish population education programs for foreign students in the United States</i>	7,500		7,500	
UNIVERSITY OF SOUTHERN CALIFORNIA <i>For development of population policy program by Population Research Laboratory, School of Public Administration</i>	50,000			50,000
UNIVERSITY OF TEXAS <i>For general support of Population Research Center</i>	80,000			80,000
UNIVERSITY OF WISCONSIN <i>For general support of Center for Demography and Ecology</i>		120,000		120,000
WORLD EDUCATION, New York City <i>For identification and development of women's programs</i>		150,000	50,000	100,000
WORLD NEIGHBORS, Oklahoma City <i>For support of family planning activities in developing countries</i>	120,000		60,000	60,000
YALE UNIVERSITY <i>For general support of Economic Demography Group in Economic Growth Center</i>	57,000		20,000	37,000
Total Population	\$1,398,700	\$1,465,000	\$1,129,700	\$1,734,000

REGIONAL GRANTS

	UNPAID DEC. 31, 1979	1980		UNPAID DEC. 31, 1980
		GRANTS AUTHORIZED	PAYMENTS MADE	
BAY AREA BLACK UNITED FUND, Oakland <i>For general support</i>		\$ 70,000	\$ 35,000	\$ 35,000
BAY AREA URBAN LEAGUE, San Francisco <i>For general support of new employment training center for low-income job seekers</i>	\$ 80,000			80,000
BIG SISTERS OF EAST PALO ALTO / EAST MENLO PARK, East Palo Alto <i>For general support of social services to young girls</i>	17,500			17,500
A CENTRAL PLACE, Oakland <i>For administrative and operating expenses of central facility providing office space and assistance to small nonprofit organizations</i>	32,000		16,000	16,000
CHINATOWN NEIGHBORHOOD IMPROVEMENT RESOURCE CENTER, San Francisco <i>For general support of community development program</i>		150,000	80,000	70,000
CHINATOWN RESOURCES DEVELOPMENT CENTER, San Francisco <i>To train and place people in building maintenance jobs</i>		15,000	15,000	
CITIZENS POLICY CENTER, Santa Barbara <i>To help finance management assistance, reorganization plan</i>		15,000	15,000	
COMMUNITY BOARD PROGRAM, San Francisco <i>For general support of demonstration program to resolve neighborhood disputes at community level</i>	32,500		32,500	
<i>For planning expenses of Community Justice Center</i>		15,000	15,000	
COMMUNITY FOUNDATION OF SANTA CLARA COUNTY, San Jose <i>For development program to increase Foundation's capacity to make grants</i>	20,000		20,000	
<i>For Southeast Asian Refugee Task Force</i>		5,000	5,000	
EAST BAY ASIAN LOCAL DEVELOPMENT CORPORATION, Oakland <i>For general support of economic development in Oakland's Chinatown</i>	60,000	80,000	60,000	80,000
FLORENCE CRITTENTON SERVICES, Palo Alto <i>For general support of Crittenton Friends program for single parents</i>	10,000		10,000	

	UNPAID DEC. 31, 1979	1980		UNPAID DEC. 31, 1980
		GRANTS AUTHORIZED	PAYMENTS MADE	
FRIENDS TO PARENTS, South San Francisco <i>For general support of program to provide counseling to teenage parents</i>	13,000		13,000	
FUND RAISING SCHOOL, San Rafael <i>For tuition at fundraising workshop</i>		490	490	
GIRLS' CLUB OF THE MID-PENINSULA, Menlo Park <i>For management and technical assistance</i>	1,000		1,000	
<i>For general support, management assistance, and energy-conserving capital improvements</i>		69,500	26,600	42,900
GRANTSMANSHIP CENTER, Los Angeles <i>For tuition of grantee participants in Center's training program</i>		1,650	1,650	
INSTITUTE FOR THE STUDY OF COMMUNITY ECONOMIC DEVELOPMENT, Palo Alto <i>To support historical exposition and youth cultural festival</i>		3,000	3,000	
<i>For research on feasibility of incorporation for East Palo Alto</i>		10,000	10,000	
JUNIOR ACHIEVEMENT OF SANTA CLARA COUNTY, San Jose <i>To support Project Business, introducing high school students to business world</i>	5,000		5,000	
LA RAZA INFORMATION CENTER, San Francisco <i>For general support of translation, interpretation, counseling services to Spanish-speaking residents of Mission District</i>	30,000		30,000	
MID-PENINSULA SUPPORT NETWORK Mountain View <i>For general support</i>		35,000	20,000	15,000
MID-PENINSULA YWCA, Palo Alto <i>For third annual black experience project</i>		600	600	
NAIROBI DAY SCHOOL, East Palo Alto <i>For general support of parent-run private school for minority children</i>	28,000		28,000	

	UNPAID DEC. 31, 1979	1980		UNPAID DEC. 31, 1980
		GRANTS AUTHORIZED	PAYMENTS MADE	
NEW DIMENSIONS IN COMMUNITY SERVICE				
San Francisco				
<i>For summer school program in Western Addition and Haight-Ashbury districts</i>		5,000	5,000	
OPENED I, East Palo Alto				
<i>To support cultural enrichment activities for minority children</i>	7,200		7,200	
PALO ALTO AREA YMCA				
<i>To support first-year operation in Mountain View</i>		20,000	20,000	
RESOURCE CENTER FOR WOMEN, Palo Alto				
<i>For general support</i>		50,000	20,000	30,000
SAN FRANCISCO AFRICAN AMERICAN HISTORICAL AND CULTURAL SOCIETY				
<i>Donation of furniture used by Foundation to the Society</i>		2,444	2,444	
SAN FRANCISCO STUDY CENTER				
<i>For general support</i>		45,000	25,000	20,000
SENIOR COORDINATING COUNCIL OF PALO ALTO AREA				
<i>For the Retired Executive Volunteer Project</i>	10,000		10,000	
SPANISH SPEAKING UNITY COUNCIL, Oakland				
<i>To support Council's community economic development program</i>		120,000	60,000	60,000
STANFORD MID-PENINSULA URBAN COALITION				
<i>For support of programs to solve social problems by enlisting business, public sector, community leaders</i>	20,000		20,000	
STANFORD UNIVERSITY				
<i>For Action Research Liaison Office</i>		5,000	5,000	
UNITED WAY OF THE BAY AREA, San Francisco				
<i>For opinion poll on tax-deductibility of charitable contributions</i>	1,000		1,000	
<i>For 1980 Summer Youth Project</i>		30,000	10,000	20,000
VALLEY VOLUNTEER BUREAU, Pleasanton				
<i>To support board development program</i>		5,000	5,000	
VOCES UNIDAS BILINGUAL BROADCASTING FOUNDATION, Salinas				
<i>To develop noncommercial bilingual educational radio station</i>	62,500		62,500	

	UNPAID DEC. 31, 1979	1980		UNPAID DEC. 31, 1980
		GRANTS AUTHORIZED	PAYMENTS MADE	
VOLUNTEER BUREAUS / VOLUNTARY ACTION CENTERS, San Francisco <i>For recruitment campaign of Northern California Council of Volunteer Bureaus / Voluntary Action Centers</i>	11,000			11,000
WOMAN'S ALLIANCE, San Jose <i>For mortgage payments on shelter for battered women and their children</i>		2,570	2,570	
Total Regional Grants	\$440,700	\$755,254	\$698,554	\$497,400

Children of working parents are taken to after-school day care centers in Mountain View by a YMCA bus.



SPECIAL PROJECTS

	UNPAID DEC. 31, 1979	1980		UNPAID DEC. 31, 1980
		GRANTS AUTHORIZED	PAYMENTS MADE	
AMERICAN ACADEMY OF ARTS & SCIENCES Stanford <i>For general support of Academy's Western Center</i>		\$ 5,000	\$ 5,000	
AMERICAN HISTORICAL ASSOCIATION Washington, D.C. <i>For third phase of Project '87 to broaden public understanding of U.S. Constitution</i>	\$ 37,500			\$ 37,500
ASSOCIATION OF BLACK FOUNDATION EXECUTIVES, New York City <i>For general support</i>		3,500	3,500	
UNIVERSITY OF CALIFORNIA, BERKELEY <i>For Survey Research Center's study of voters' intentions regarding effects of Proposition 13</i>	42,500		42,500	
CENTER FOR COLLABORATIVE PROBLEM SOLVING, San Francisco <i>For general support of organization providing third-party mediation for complex community problems</i>	50,000		50,000	
CENTER FOR DISPUTE RESOLUTION, Denver <i>For general support</i>		15,000	15,000	
EXPLORATORIUM, San Francisco <i>To strengthen management operations</i>		165,000	55,000	110,000
FORT MASON FOUNDATION, San Francisco <i>To encourage self-sufficiency</i>	5,000		5,000	
FOUNDATION CENTER, New York City <i>For general support of national program, San Francisco office</i>	50,000			50,000
HOOVER INSTITUTION ON WAR, REVOLUTION AND PEACE, Stanford <i>For study of changing public attitudes toward American institutions</i>		2,500	2,500	
INDEPENDENT SECTOR (formerly Coalition of National Voluntary Organizations/National Council on Philanthropy), Washington, D.C. <i>For general support of new organization representing nonprofit sector</i>	30,000		15,000	15,000

	1980			UNPAID DEC. 31, 1980
	UNPAID DEC. 31, 1979	GRANTS AUTHORIZED	PAYMENTS MADE	
JOINT CENTER FOR POLITICAL STUDIES Washington, D.C. <i>For December 1980 conference on operation of the Center</i>		7,500	7,500	
NATIONAL INFORMATION BUREAU New York City <i>For national center for information on charitable organizations</i>		5,000	5,000	
NATIONAL URBAN COALITION, Washington, D.C. <i>For general support</i>		15,000	15,000	
NATIONAL URBAN FELLOWS, New York City <i>For general support</i>		150,000	50,000	100,000
UNIVERSITY OF NOTRE DAME <i>For Ecumenical Institute for Advanced Theological Studies, Jerusalem</i>	100,000		50,000	50,000
OVERSEAS DEVELOPMENT COUNCIL Washington, D.C. <i>For general support</i>	75,000		75,000	
PROSOCIAL DEVELOPMENT PROGRAM PACIFIC INSTITUTE FOR RESEARCH AND EVALUATION (PIRE), Lafayette, California <i>For planning phase of demonstration project to foster prosocial development in children</i>		30,000	30,000	
PREVENTION MATERIALS INSTITUTE Lafayette, California <i>For first stage of developmental phase in PIRE subsidiary's demonstration project</i>		237,159	237,159	
FOUNDATION's project-related expenses		92,841	13,997	78,844
STANFORD UNIVERSITY <i>Toward construction costs of music building</i>		300,000	200,000	100,000
TRILATERAL COMMISSION, New York City <i>For general support of Commission through final three-year period</i>		75,000	25,000	50,000
UNITED WAY OF SANTA CLARA COUNTY Santa Clara, California <i>To help finance building expansion</i>		10,000	10,000	

	UNPAID DEC. 31, 1979	1980		UNPAID DEC. 31, 1980
		GRANTS AUTHORIZED	PAYMENTS MADE	
URBAN INSTITUTE, Washington, D.C. <i>For programs in public policy and population change, employment problems, and minority disparities</i>	300,000		100,000	200,000
VANDERBILT UNIVERSITY <i>For Television News Archive's conversion of videotape reels to cassettes</i>		72,500	36,250	36,250
YALE UNIVERSITY <i>For general support of program on nonprofit organizations</i>		300,000	100,000	200,000
Total Special Projects	\$ 690,000	\$1,486,000	\$1,148,406	\$1,027,594
TOTAL—ALL PROGRAM AREAS	6,475,904			8,279,909
<i>Less program-related commitment and loan to Filoli Center, included above</i>		- 400,000		- 400,000
GRAND TOTAL	\$6,075,904	\$8,672,859	\$6,868,854	\$7,879,909

El Centro Campesino Cultural is a resident theater, rooted in hispanic culture, which provides professional training and experience for young Chicano actors, producers, and playwrights.



ADVICE TO APPLICANTS

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

Because the Foundation prefers to conduct its affairs with a small staff, response time will in some cases be slow. Applicants who have not had a reply after a reasonable period should feel free to make a follow-up inquiry. The Foundation recognizes that significant programs require time to demonstrate their value. It is therefore willing to consider proposals covering several years of support. While the Foundation will entertain specific projects in its areas of interest and will on occasion provide general support for organizations of special interest, it expects to work primarily through program support of organizations active in its main areas of interest. One general exception is the regional grants program, under which the Foundation expects to make numerous relatively small grants, in many cases for specific projects that meet an immediate community need. Like most foundations, the Hewlett Foundation is unwilling to assume responsibility for the long-term support of any organization or activity.

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

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

1. A concise statement of the purpose of the request, its significance or uniqueness in relation to other work being done in the field, and the results sought.

2. A budget for the program; an indication of other prospective funding sources and the amount requested of each; and a statement of the sponsoring organization's total budget and financial position. Applicants should indicate how they would continue a successful program once support from the Hewlett Foundation ceased.

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

4. A list of members of the governing body.

5. Evidence of tax-exempt status.

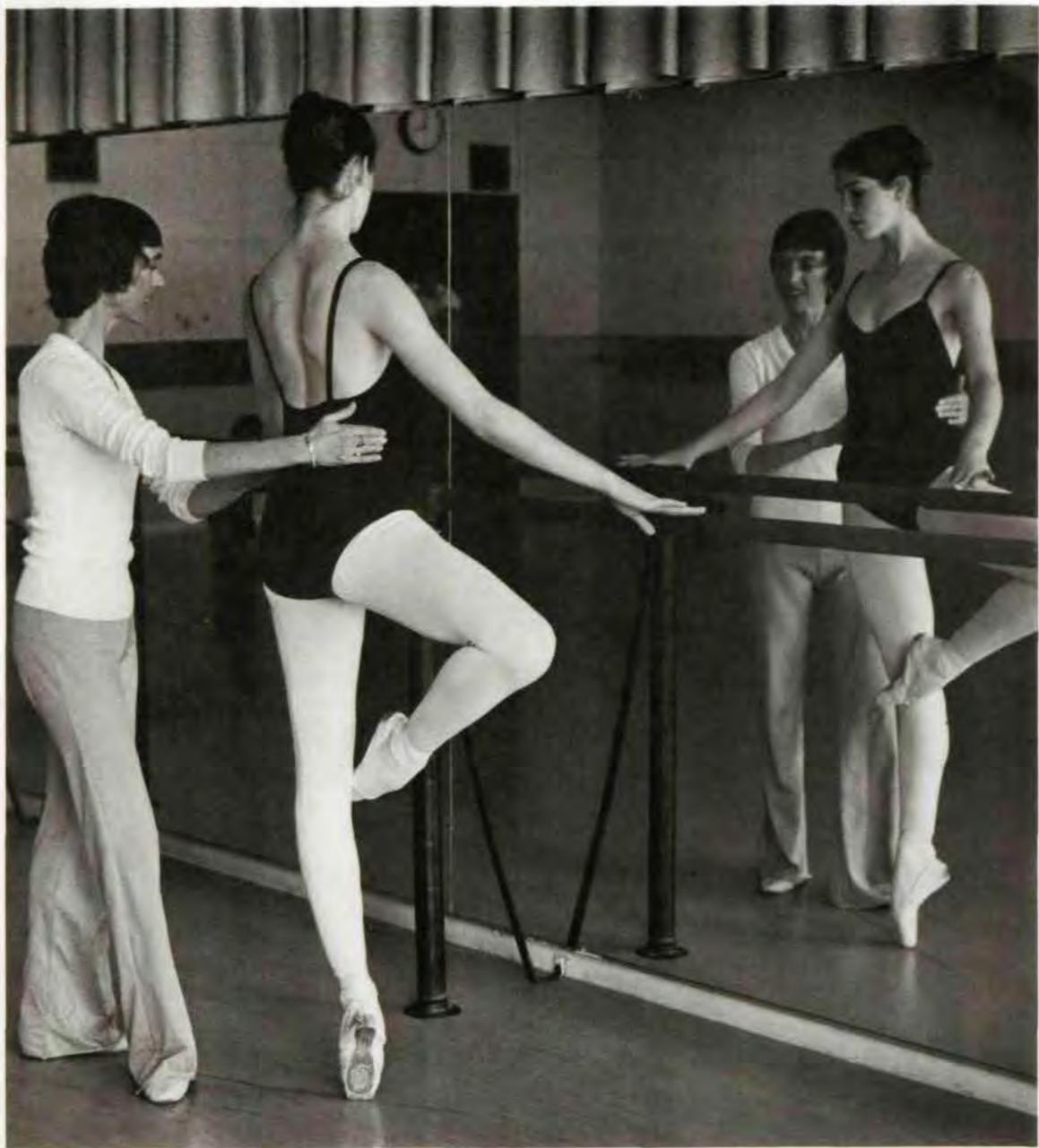
6. A statement to the effect that the proposal has been reviewed by the applicant's governing body and specifically approved for submission to the Hewlett Foundation.

Normally the Foundation will not consider grants for basic research, endowment funds, or general fundraising drives. It will not make

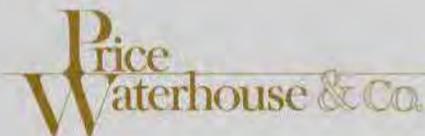
grants intended directly or indirectly to support candidates for political office or to influence legislation.

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

An experienced professional dancer gives pre-performance coaching to an advanced student at the San Francisco Ballet.



FINANCIAL STATEMENTS



555 CALIFORNIA STREET
SAN FRANCISCO, CALIFORNIA 94104
415-399-8500

March 6, 1981

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

In our opinion, the accompanying balance sheets and the related statements of income, expenses, grants and fund balance present fairly the financial position of The William and Flora Hewlett Foundation at December 31, 1980 and 1979, and the results of its operations for the years then ended, in conformity with generally accepted accounting principles consistently applied. Our examinations of these statements were made in accordance with generally accepted auditing standards and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

A handwritten signature in gold ink that reads "Price Waterhouse & Co." in a cursive script.

BALANCE SHEET

ASSETS	December 31	
	1980	1979
Investments:		
Hewlett-Packard Company stock	\$73,059,745	\$48,264,329
Other equity securities	25,502	14,617
Money market funds	931,403	
Cash:		
Commercial account	25,959	311,519
Time account and certificates of deposit	3,000,000	1,407,251
Interest receivable	56,166	8,862
Office equipment, automobile and leasehold improvements, net of accumulated depreciation and amortization of \$37,493 and \$35,582	213,408	63,964
Program-related loan	150,000	150,000
Other assets	24,556	18,641
	<u>\$77,486,739</u>	<u>\$50,239,183</u>
LIABILITIES AND FUND BALANCE		
Grants payable	\$ 7,879,909	\$ 6,075,904
Accounts payable and accrued liabilities	92,894	33,324
Federal excise tax payable	9,444	12,764
Deferred federal excise tax payable	1,461,385	965,259
	<u>9,443,632</u>	<u>7,087,251</u>
Fund balance	68,043,107	43,151,932
	<u>\$77,486,739</u>	<u>\$50,239,183</u>

See accompanying notes to financial statements.

STATEMENT OF INCOME, EXPENSES, GRANTS AND FUND BALANCE

	<i>Year ended December 31</i>	
	1980	1979
Income:		
Interest	\$ 303,302	\$ 311,025
Dividends	326,860	286,013
	630,162	597,038
Expenses:		
Administrative and investment management expenses	880,080	538,278
Federal excise tax	7,600	12,735
	887,680	596,013
Income (loss) available for grants	(257,518)	1,025
Grants authorized	8,661,482	6,238,472
Excess of expenses and grants over income	(8,919,000)	(6,237,447)
Increase in market value of investments, net of deferred federal excise tax of \$496,126 and \$231,690	24,310,175	11,352,818
Contributions received	9,500,000	2,000,000
Increase in fund balance	24,891,175	7,115,371
Fund balance at beginning of year	43,151,932	36,036,561
Fund balance at end of year	\$68,043,107	\$43,151,932

See accompanying notes to financial statements.

NOTES TO FINANCIAL STATEMENTS

NOTE 1—ACCOUNTING POLICIES:

Investments—Investments are carried at market value. Market values at December 31, 1980 and 1979 were determined principally by closing market prices on national stock exchanges.

The unrealized increase in the market value of investments held at year end was determined by using market values at December 31, 1980 and 1979.

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

Pension plan—The Foundation provides a noncontributory defined contribution plan for all its employees. The plan is funded and maintained by a trustee. Pension expense for 1980 and 1979 was \$50,200 and 40,600.

NOTE 2—INVESTMENTS:

The cost of investments held at December 31, 1980 and 1979 was as follows:

	<i>Number of shares</i>	<i>At cost</i>
Hewlett-Packard Company stock	816,310	\$24,245,125
Hexcel Corp. stock	622	20,850
		<u>\$24,265,975</u>

NOTE 3—SUBSEQUENT EVENT:

The William and Flora Hewlett Foundation is the residuary beneficiary of the Will of Flora L. Hewlett and in 1980 and 1979 cash contributions of \$9,500,000 and \$2,000,000 were distributed to the Foundation. On March 6, 1981, the final distribution of the assets of the Estate of Flora L. Hewlett took place, and the Foundation received a contribution of \$258,713,000, comprised of the following assets at market value on that day:

Hewlett-Packard Company stock (2,402,735 shares)	\$200,628,000
Other equity securities	32,298,000
Fixed income securities	22,901,000
Miscellaneous assets	470,000
Cash and temporary cash investments	2,416,000
	<u>\$258,713,000</u>

When recorded in 1981, the contribution will be recognized net of applicable deferred federal excise taxes.

NOTE 4—PROGRAM-RELATED LOAN:

During 1977, the Foundation made an interest-free loan commitment of \$550,000 to Filoli Center, Inc., which qualifies as a public charity under the Internal Revenue Code Section 501(c)(3). At December 31, 1980, the Foundation had advanced \$150,000 on this commitment. Terms of the loan agreement require repayment from funds committed to Filoli Center, Inc., from the estate of a benefactor.

NOTE 5—GRANTS PAYABLE:

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

Grants authorized but unpaid at December 31, 1980, are payable as follows:

<u>Year payable</u>	<u>Amount</u>
1981	\$5,401,609
1982	1,975,800
1983	402,500
1984	100,000
	<u>\$7,879,909</u>

NOTE 6—FEDERAL EXCISE TAX:

In accordance with the provisions of the Internal Revenue Code, the Foundation is liable for an excise tax of 2% on net investment income. Gains on dispositions of investments for excise tax purposes are

calculated using the donor's basis of the investment. Deferred excise tax arises from unrealized gains on investments and from contributions which at the time of their receipt are recorded net of applicable deferred federal excise taxes. Deferred excise tax is provided at the rate in effect when a contribution is received or when unrealized gains or losses are recognized.

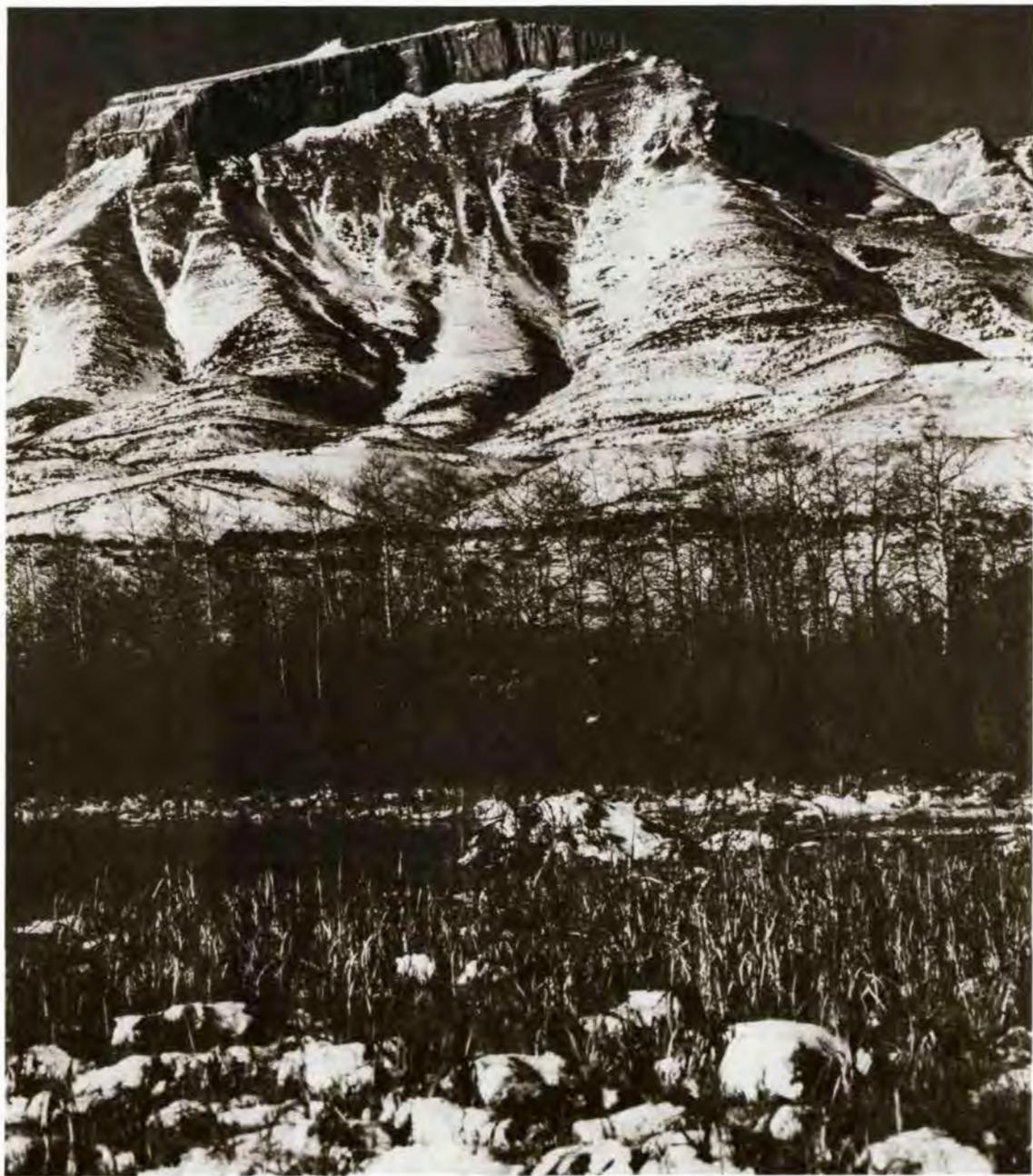
The accompanying financial statements reflect provisions for current and deferred excise tax as follows:

	<u>1980</u>	<u>1979</u>
Current	\$ 7,600	\$ 12,735
Deferred	496,126	231,690
	<u>\$503,726</u>	<u>\$244,425</u>

The Internal Revenue Code also requires that the greater of net income of 5% of the average monthly investment balance at market value less the excise tax of 2% be distributed within one year to avoid additional tax. At December 31, 1980 and 1979, no additional distributions were required.

The Foundation's tax returns for the years ended December 31, 1977 and prior have been examined by the Internal Revenue Service. No significant assessments resulted from those examinations.

Pine Butte Swamp, Montana, is an ecologically unique area acquired through the Land Preservation Fund of the Nature Conservancy.



Editor: Muriel Bell

Designer: Hans Wehrli

Photographs: Carolyn Caddes, pp. iv, vi, 11, 16, 19, 21, 33, 56, 60, 63; p. 6, Ralph Otte; p. 13, Tony Plewik; p. 15, University of Wisconsin; p. 24, Sabra McCracken; p. 29, Stuart Greene; p. 71, Spencer Biddle Beebe