

Education. Environment. Global Development.  
Performing Arts. Philanthropy. Population.  
Serving disadvantaged communities in the Bay Area.

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**THE WILLIAM AND FLORA HEWLETT FOUNDATION**

*Solving Problems for the Common Good*



## OUR APPROACH TO PHILANTHROPY

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The Hewlett Foundation takes a strategic approach to philanthropy. This requires that we and the organizations we support have clear goals, sound strategies, and the capacity to carry them out, and that we agree on how to assess progress toward our shared goals.

As we describe throughout this brochure, our approach is characterized by:

- Sustaining institutions that make positive contributions to society
- Fostering creativity
- Promoting evidence-based policy
- Undertaking risks that promise high social returns
- Building and strengthening fields
- Collaborating

## **SOLVING PROBLEMS FOR THE COMMON GOOD**

The William and Flora Hewlett Foundation has been making grants since 1967 to support educational and cultural institutions and to help solve serious social and environmental problems.

“Never stifle a generous impulse” was a favorite saying of entrepreneur William R. Hewlett, who established the Hewlett Foundation with his wife, Flora Lamson Hewlett, and their eldest son, Walter B. Hewlett. The Hewlett family’s personal generosity has helped make the Foundation one of the nation’s largest grantmaking institutions, with assets of approximately \$8 billion.

The Foundation has grantmaking programs in education, the environment, global development, the performing arts, philanthropy, and population, and it also makes grants to aid disadvantaged communities in the Bay Area. Since its inception, the Hewlett Foundation has made grants of over \$2.2 billion to thousands of organizations in the San Francisco Bay Area, across the United States, and around the world.

## EDUCATION

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In 2001, Hewlett Foundation funding helped launch the OpenCourseWare initiative at the Massachusetts Institute of Technology. The initiative now makes materials from virtually all of MIT's undergraduate and graduate courses freely available on the Web.

The OpenCourseWare initiative has inspired Yale University, Carnegie Mellon University, and dozens of other institutions around the world to provide free, open content on the Internet. Educators, students, and others who have used the MIT site describe it as a boon to teaching and learning. And its scope extends worldwide: more than half of the site's nearly 12,000 hits per day come from outside North America.

**THE EDUCATION PROGRAM** makes grants to stimulate reforms and improve instruction in public schools and community colleges, and to create and distribute free online academic materials.

The Program's K–12 education grantmaking in California focuses on improving student achievement and graduation rates. Our grantees conduct and disseminate high-quality research about California's schools, assist policymakers, and build public support and political will for systemic reforms.

Urban school students in low-income areas face daunting odds against educational success. The Education Program supports efforts to improve the quality of instruction in urban school systems by awarding grants for demonstration projects and their evaluation.

California's community colleges are essential to the future of many of the state's residents. These institutions not only act as springboards to four-year colleges, but prepare students for skilled jobs with prospects of economic mobility. The Program supports research on improving the educational outcomes of community colleges, and it disseminates the results of that research to policymakers and the public.

The Education Program is a leader in the growing effort to make high-quality academic content freely available on the Internet for anyone, anywhere in the world. We support innovative ways to share these Open Educational Resources for teaching, learning, and research.

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### OUR APPROACH TO PHILANTHROPY

*Sustaining institutions that make positive contributions to society.* Unrestricted multiyear support permits organizations to plan with reasonable certainty. It also strengthens their capacity, self-confidence, flexibility, and ability to innovate. Therefore, the Foundation endeavors to provide long-term, general operating support to high-performing organizations whose missions are well aligned with the Foundation's goals and strategies.

**THE ENVIRONMENT PROGRAM** tackles some of the most pressing challenges of our time. The Program makes grants to save the great natural landscapes of the North American West, reduce the global warming and conventional pollution resulting from the use of fossil fuels, and build stronger, more diverse constituencies for environmental protection in California.

Our rapidly growing Western states face unprecedented pressures from developers and the coal, timber, oil, and gas industries—pressures that must be balanced against the vitality of the region’s ecosystems and natural beauty. The Program makes grants to promote conservation, ensure adequate natural flows of water, and support the preservation of open space.

As the world’s population has grown, so too have the adverse affects of fossil fuels on health, security, and the environment. The Program addresses critical energy challenges by supporting domestic and international policies aimed at more efficient, lower-polluting cars and trucks, and by helping large developing nations reduce greenhouse gas emissions that lead to global warming. For example, the Foundation’s U.S. grantees have developed data to inform Congress’s consideration of a cap on greenhouse gas emissions, and in China grantees have provided technical assistance to mayors and other officials on bus rapid transit and urban planning.

California’s ethnic communities in the Central Valley and Los Angeles suffer disproportionately from the effects of air pollution. To address this growing problem, the Foundation’s New Constituencies for the Environment initiative works to strengthen environmental leadership among groups that have been historically underrepresented.



Since 2003, the Hewlett Foundation has funded a public-private partnership devoted to saving the Great Bear Rainforest in British Columbia—the largest tract of coastal temperate rainforest left on earth. The Environment Program supports a coalition of conservation and native tribal groups working with the Canadian government, industry, and residents to protect the rare and vibrant Great Bear ecosystem and ensure economic opportunities for the coastal communities whose livelihoods depend on it.

The Foundation has invested millions of dollars in grants to organizations involved in this historic land preservation deal. A milestone agreement between First Nations, the provincial government, and the federal government will protect some 5 million acres of the forest outright and ensure the environmentally sustainable management of the remaining 16 million acres. (Photo: Marni Grossman)

### OUR APPROACH TO PHILANTHROPY

**Fostering creativity.** Progress in the social and natural sciences as well as the arts depends on the creativity of a diverse array of practitioners, scholars, artists, and thinkers. The continual fertilization and development of their ideas cannot be accomplished solely through the targeted funding of specific projects, but requires giving creative individuals the space to pursue their own lights.

To this end, the Hewlett Foundation supports universities and other institutions that foster and incubate creativity. We know that there are inevitable efficiency losses in the short run. Not all thinkers will be industrious, not all of the industrious will be innovative, and not all innovative ideas will be worthwhile. But support for such open-ended creativity has paid off tremendously over time, making the United States one of the foremost centers of innovation in the world. This could not occur through a funder’s micromanagement of the creative process, and we regard general operating support for these institutions as among the Hewlett Foundation’s most strategic and valuable investments.

# GLOBAL DEVELOPMENT

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Oxfam works in more than 100 countries to find solutions to poverty, suffering, and injustice. Supported by Hewlett Foundation grants, Oxfam's "Make Trade Fair" campaign is calling on governments, international policy-making bodies, and multinational companies to reduce inequities in global trade. Among other issues, the campaign highlights the devastating effects of U.S. trade policies on small cotton farmers in poor countries, and promotes changes that will give them a chance to gain market share in the world economy.

At the same time, Oxfam assists farmers in western and southern Africa to increase productivity and strengthen producer cooperatives. It also helps African governments pursue fair trade policies through the World Trade Organization.

**THE GLOBAL DEVELOPMENT PROGRAM** makes grants to promote equitable growth in the developing world. Its overarching strategy is to improve policies and practices in both developing and donor nations so that public and private development funds are used effectively for the benefit of poor countries.

The Program seeks to improve U. S. foreign assistance policies and encourage the use of evaluations that measure impact—so that development funds yield the greatest possible results. To help ensure accountability, we support organizations in developing countries that monitor government budgets and expenditure.

The Program backs reforms that help struggling farmers in developing countries gain better access to markets both by improving local conditions and by eliminating trade barriers and agricultural subsidies in industrialized countries.

A quality education gives the poorest children a chance to participate in the benefits of growth. In collaboration with the Bill and Melinda Gates Foundation and together with our own Education and Population Programs, the Global Development Program is working to improve outcomes in primary and secondary education in sub-Saharan Africa and South Asia.

Global Development also makes grants to strengthen indigenous policy research centers and independent think tanks to improve policymaking in the developing world.

Finally, at the Foundation's satellite office in Mexico City, the Program addresses issues including transparency and accountability in the use of public and private funds for development.

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## OUR APPROACH TO PHILANTHROPY

**Promoting evidence-based policy.** The Hewlett Foundation is concerned about the marginalization of sound science in policy decisions, a trend aggravated by the polarization of today's political and social discourse. In addition to making it harder to solve pressing domestic and global problems, these phenomena threaten to erode the trust and goodwill that hold us together as a nation. Some of the Foundation's major initiatives are designed to inject sound science into policy debates and to bridge traditional political and ideological divides. When the Foundation's own activities are premised on contested factual assumptions, we strive to adhere to the evidence and to be candid about its reliability in our public statements.

## PERFORMING ARTS

THE PERFORMING ARTS PROGRAM encourages artistic expression and its enjoyment throughout the culturally diverse San Francisco Bay Area. The Program provides multiyear operating support to hundreds of area organizations in dance, music, theater, and arts education, as well as in film, video, and emerging media.

Grants are designed to foster participation in the arts, broaden appreciation of diverse cultural expressions, and promote the long-term vitality of arts organizations.

The Program emphasizes aesthetic and geographic breadth in both traditional and contemporary arts, and serves underrepresented constituencies. Grantees include both large, well-established organizations such as the San Francisco Symphony and the American Conservatory Theater and more experimental companies such as ZeroOne in San Jose, which presents work integrating art and technology. The Program promotes the participation of Bay Area residents in the arts, the development of performing artists, and improved arts education for California's public school children.



Founded in 1968 and supported by Hewlett Foundation funds, the Young Musicians Program of the University of California at Berkeley has grown into one of the nation's leading music training programs. It identifies musically gifted youth from low-income families and provides them with full scholarships for comprehensive music education, academic support, and personal guidance. The Program enrolls more than eighty students each year in four Bay Area counties.

Students receive year-round musical instruction as well as an intensive seven-week summer session with a curriculum of daily classes, music lessons, and performances. Students also receive academic tutoring, preparation for the SAT and college interviews, and individual mentoring.

### OUR APPROACH TO PHILANTHROPY

***Undertaking risks that promise high social returns.*** The likelihood that foundations and the organizations they support will actually solve some of the complex social and environmental problems they tackle is often low. But success, when it occurs, can yield tremendous gains. The Hewlett Foundation's significant effort to blunt climate change exemplifies this kind of risky investment. Like a financial investor seeking monetary returns, we look at our philanthropic investments in terms of social returns or expected value. This requires both a willingness to take big risks and to acknowledge and learn from failure.

# PHILANTHROPY

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Only a small percentage of charitable giving in the United States goes to international causes. Two former World Bank executives founded GlobalGiving to increase both the scale and the value of these contributions. With the Hewlett Foundation's support, GlobalGiving created a website ([www.globalgiving.com](http://www.globalgiving.com)) to link donors with social, environmental, and economic development projects worldwide. Donors can select from GlobalGiving's growing list of high-quality, community-based projects that promote democracy and human rights, protect the environment, provide health care and humanitarian aid to people in developing countries, and assist the victims of natural disasters.

THE HEWLETT FOUNDATION believes that private philanthropy is of great value to society. The Philanthropy Program manifests the Foundation's commitment to improving the field by increasing the social impact achieved by nonprofit organizations and their donors.

Public information about the goals, strategic plans, and actual achievements of nonprofit organizations is essential if donors are to make effective funding decisions. Yet such information is often absent even within nonprofits themselves. The Philanthropy Program supports tools that enable organizations to develop and analyze such data to improve their own work and inform donors.

The Foundation also advances research about philanthropy—both in universities and in organizations such as the Center for Effective Philanthropy, The Bridgespan Group, and the Foundation Strategy Group—with the goal of promoting knowledge useful to nonprofits and foundations. To educate donors about good practices in the field, we support programs such as The Philanthropy Workshop West and Social Venture Partners International.

The Philanthropy Program also makes organizational effectiveness grants to grantees of the Foundation's other programs to enable them to engage in strategic planning, communications, technology, evaluation, board development, and fundraising.

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## OUR APPROACH TO PHILANTHROPY

***Building and strengthening fields.*** Organizations do not operate in a vacuum but are parts of fields of inquiry and practice. To make a lasting impact through its grantmaking, a foundation must often strengthen a field as a whole by promoting collaboration among existing organizations, occasionally creating new institutions to fill gaps, and expanding bodies of knowledge. By supporting organizations of practitioners and researchers for nearly two decades, the Hewlett Foundation played a major role in establishing the field of conflict resolution. More recently, we have been engaged in building the field of Open Educational Resources, the growing effort to make quality academic content freely available on the Internet.

**THE POPULATION PROGRAM** makes grants to promote good family planning and reproductive health for people in the United States and around the world because of the benefits this brings to individuals, societies, and the entire global community. Its goals are to provide information and services to men and women—particularly those living in the poorest regions of sub-Saharan Africa and South Asia—to allow them to make informed personal decisions about sexual and reproductive health and prevent sexually transmitted infections. The Program also works to strengthen the link between family planning and HIV/AIDS prevention programs.

In the belief that government policy decisions on these issues should be based on good science, the Population Program supports timely, high-quality research on family planning and its relationship to poverty and economic growth. In addition, it supports African universities in their efforts to train the next generation of population scientists.

The Program also works to improve family planning services and protect reproductive rights in the United States, where rates of unintended pregnancy, abortion, and sexually transmitted infections are among the highest of all industrialized countries. Program grantees are helping to promote the reproductive health of all Americans and to reduce teen pregnancy within California's most hard-to-reach and vulnerable populations.



Backed by Hewlett Foundation grants, the nonprofit African Population and Health Research Center is recruiting and training the next generation of African population and health scientists. At the Center in Nairobi, Kenya, African scholars conduct policy research on health problems in urban slums, HIV/AIDS, reproductive health among youth, and the links between population and poverty in sub-Saharan Africa.

In the city slums, the Center has set up the Nairobi Urban Health and Poverty Project, a field-based research effort to determine the most effective strategies to improve the lives of Africa's growing numbers of urban poor.

### OUR APPROACH TO PHILANTHROPY

**Collaborating.** A foundation works in a social and economic space with many other actors. Merely being aware of their presence creates opportunities to coordinate resources to achieve common ends. And in some circumstances, actual collaboration can significantly increase the participants' impact on social problems. Foundations can work together to generate better ideas and build broader constituencies as well as increase the amount of money available to address common goals. However, collaboration has inevitable up-front costs, such as the time and effort required for communicating and decisionmaking with one's partners. At the end of the day, the extra effort is justified only if it accelerates improvements in people's lives.

## SERVING DISADVANTAGED COMMUNITIES IN THE BAY AREA

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Continuing William and Flora Hewlett's abiding commitment to the community in which they lived, the Foundation's core programs support promising nonprofit organizations that serve disadvantaged populations in the Bay Area.

Serving at-risk youth is an ongoing priority. High school dropout rates in East Palo Alto, Richmond, and San Jose are as high as 70 percent, with many young people leaving school to take low-paying jobs that hold no potential for economic mobility. Therefore, the Education Program supports organizations that improve the quality of education in the Bay Area.

Through the Population Program we are addressing the problem of teen pregnancy in Bay Area communities, and through the Environment Program we are building community gardens, modern playgrounds, and other safe and accessible outdoor recreational spaces in low-income communities.



The New Teacher Center helps educators at East Palo Alto's lowest-performing schools survive their early years of teaching and emerge as confident, skilled professionals. Highly trained mentors give first-year teachers guidance for improving classroom instruction.

This mentoring has led to a dramatic turnaround in schools where high rates of teacher and administrator turnover had been common. Nearly 90 percent of new teachers are returning to the classroom (compared with only about 25 percent before the program started), and students' test scores have improved significantly. With funding from the Hewlett Foundation, the New Teacher Center will be able to expand its work to more Bay Area schools, serve more teachers and administrators, better align after-school programs with classroom teaching, and increase parents' involvement in the schools.

## SPECIAL OPPORTUNITIES

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Although most grantmaking takes place within the Programs, the Hewlett Foundation values being able to respond flexibly to unanticipated problems and opportunities.

Therefore, our Board of Directors establishes an annual Special Projects budget for which the President is the cognizant Program Officer, and also maintains an Extraordinary Reserve, which is typically used for special grants of great magnitude.

Special Projects has provided core support to important academic, research, and cultural institutions that do not fall within the guidelines of particular programs—for example, the Carnegie Endowment for International Peace, the Center for Advanced Study in the Behavioral Sciences, Stanford University’s School of Humanities and Sciences, and the University of California at Berkeley. We have supported social science research that informs the Foundation’s strategic pursuit of its goals. And in collaboration with the Foundation’s core programs, Special Projects pursues a “common values” agenda with the related aims of reducing political polarization and increasing evidence-based public policymaking.

On the southern tip of San Francisco Bay, the Hewlett Foundation is helping to underwrite one of the nation’s largest wetlands restoration projects. The South Bay Salt Ponds Restoration Project is a historic public-private partnership that will ultimately restore more than 15,000 acres of wetlands to their pristine state and reinvigorate the bay’s tidal ecosystem.

The project, which is expected to take 30 years to complete, took a major step forward with the purchase of thousands of acres of salt ponds from the Cargill Corporation and the removal of earthen levees to allow tidal waters to rush back in for the first time in generations. Joining the Hewlett Foundation in providing \$35 million in funds for land purchase and initial stewardship are the Gordon and Betty Moore Foundation, the David and Lucile Packard Foundation, and the Goldman Fund.



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