

## Report on 2017 Direct Charitable Activities

Direct charitable activities (DCAs) are philanthropic activities that the Foundation engages in directly, rather than by making grants to grantees. Under IRS regulations, the expenses associated with DCAs count as part of a foundation's qualifying distributions and must be reported annually on IRS Form 990-PF.

In 2017, Foundation-wide expenses for DCAs totaled \$5,954,278 for 105 projects. Compared to 2016, this represents decreases of 30 percent in total dollars spent and ten percent in the number of projects. The most common uses of DCAs were conducting research, convening conferences, providing technical assistance to grantees, and disseminating research findings. This report provides details of DCA expenses by program and describes DCA projects with expenses greater than \$100,000.

### **Program: Cyber**

**Active Projects: 6**

**DCA Expenses: \$260,866**

### **Program: Education**

**Active Projects: 45**

**DCA Expenses: \$3,227,458**

#### ***2017 Deeper Learning Grantee Meeting (\$320,680)***

To conduct the Deeper Learning Grantee Meeting, provide technical advice, and promote information sharing between grantees and other charitable organizations, and to publish and disseminate to the education community and the public, results of reports and research that show how deeper learning is an attainable and necessary goal for all students.

#### ***2017 Supporting the Global Book Alliance to Deploy OER and Improve Education Around the World (\$317,500)***

Redstone will support the GBA from August 2016 through January 2017. During this period, we will help create several working groups, including a design group, a funders group, and a series of technical groups. The design group will spearhead detailed discussions on the GBA and include USAID, 1-2 funders, and 1-2 technical partners that are highly committed and engaged. The funders group will include other funders as well as private sector partners that will be lightly but regularly engaged. Several technical groups will concentrate on key topics (e.g., open licensing, supply chain logistics, procurement policies) and meet regularly to work out details.

#### ***Deeper Learning + Diffusion of Innovation and Scaled Impact Workshop 2017 (\$104,052)***

To provide technical assistance to organizations (both grantees and non-grantees) to better understand deeper learning and scaled impact. Funds would cover the costs for an educational conference, as well as travel/lodging for teams from the organizations.

#### ***Development and implementation of an Open Educational Resources (OER) communications strategy for the field (\$186,932)***

Consultant shall develop and implement a communications strategy with Open Educational Resources (OER) grantee stakeholders. The strategy to continue to drive the conversation surrounding OER forward among key audiences will achieve the following objectives: 1) shaping and amplifying a narrative that builds support for OER to effectively navigate a competitive and politically dynamic landscape; and 2) positioning leaders at grantee organizations as credible

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thought leaders in the broader education field. In addition, the consultant will facilitate a summit with key advocates to delve deeper into the opportunities and challenges surrounding OER. At the summit, the consultant will present the draft message platform for feedback from the field, and map out roles and responsibilities for proactive and reactive communications.

### ***DL Communications Strategy for the field Phase 2 (Hattaway) (\$133,500)***

Consultant shall perform the following services: design a communications strategy for the advocates, funders and practitioners in the field of deeper learning to promote deeper learning outcomes in U.S. schools.

### ***EdCounsel 2017 Policy Framework to Advance Deeper Learning (\$340,003)***

Consultant shall assist the Hewlett Foundation and its core grantees to expand capacity to help identify, define, support, field build, position, and advance deeper learning policies across a range of national, state, and local reform opportunities that leverage ESSA and related reforms, including a focus on achieving specific measurable objectives.

### ***EdFirst to provide technical assistance support for California State Board of Education (\$145,000)***

Education First and its partner PACE ("Policy Analysis for California Education") will work with the Hewlett Foundation to provide technical assistance to the California State Board of Education. The main outcome of this engagement will be to produce a well-conceived, well-researched memo or PPT that lays out a series of new and more targeted/focused uses of federal funds that can advance California priorities for improving teaching and learning.

### ***EdFirst to support for the Diffusion of Innovation portfolio grantees (\$125,969)***

EdFirst will provide support to the Diffusion of Innovation cluster to invest in research-practice partnerships that attempt to spread and document learning about DLAP in local school systems. The consultant will support this effort by developing, vetting and disseminating a concept paper and proposal guidelines that anchor and articulate the Diffusion of Innovation strategy and grant opportunity with key stakeholders, and by planning and facilitating a capacity-building workshop for interested applicants.

### ***Summative Evaluation: Phase One of the New Pedagogies for Deep Learning (NPDL) (\$100,468)***

The New Pedagogies for Deep Learning (NPDL) Global Partnership is engaged with countries across the world to implement deep learning. Five countries (Australia, Canada, Finland, Netherlands, and Uruguay) have joined the partnership in Phase One. American Institutes for Research (AIR) will conduct a study that will help NPDL and the wider field achieve its goal of evaluating the progress of the Phase One countries. The purpose of the Summative Evaluation is twofold: (1) to assess whether and to what degree intended outcomes of NPDL are being met; and (2) to make recommendations to the field for the next phase of the partnership.

### ***WestEd to provide analysis of the impact of the High Quality Instructional Materials to deeper learning grantees (\$176,541)***

WestEd will work with the High Quality Instructional Materials (HQIM) cluster of deeper learning grantees to provide an analysis of both the supply and demand for HQIM. The cluster grantees will receive ongoing feedback in support of their implementation goals. The intent is to enable the cluster grantees to work more efficiently by receiving and consulting on frequent feedback cycles.

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**Program: Environment**  
**Active Projects: 8**  
**DCA Expenses: \$295,249**

***Rhodium Grp Decarbonization Research 2017 (\$150,000)***

To evaluate pathways to deep decarbonization in the U.S., focusing on impact that action of state, local, and corporate actors can make in reducing GHG emissions over the coming decades.

**Program: Global Development and Population**  
**Active Projects: 6**  
**DCA Expenses: \$354,000**

***Incandescent LLC: Support of human-centered design field-building for adolescent reproductive health (\$150,000)***

Consultant will, through a consultative process with grantees and in collaboration with three foundations, design a meeting and provide strategic recommendations to advance human-centered design for adolescent reproductive health. The final deliverable will be a strategy that will outline several possible directions that both the foundations and their grantees can take to further adoption of human-centered design for adolescents in the field and address outstanding questions about the approach.

**Program: Madison**  
**Active Projects: 14**  
**DCA Expenses: \$945,750**

***2017 Madison Grantee Convening (\$230,597)***

The 2017 Madison Initiative Grantee Convening will take place June 19-21, 2016 in Warrenton, Virginia. This convening will bring together over 90 nonprofit leaders, advocates, academic political scientists, funders, and consulting partners working to improve representative democracy in the United States. Over the course of three days, participants will be encouraged to build connections, explore representative democracy from different angles and vantage points, and explore new, innovative ideas about ways to improve the democratic process.

***Center for Evaluation Innovation: The Madison Initiative Evaluation (\$155,000)***

The Madison Initiative will retain its evaluators at the Center for Evaluation Innovation to undertake a developmental evaluation in 2017. Half of this evaluation will be for our exclusive internal use and will be billed to our evaluation budget. Half of the work will benefit the broader field and be funded as a DCA. The work products that will be shared with grantees, cofounders, and the broader field include: a summary of how to use the concept of "causal packages" in developing and evaluating advocacy strategy; briefings and write-ups on formative evaluations and theories of change developed in the areas of the congressional power of the purse, electoral reform, campaign finance, and the leadership recruitment pipeline; and summative evaluations of 2+ grantees (with these particular evaluations to be shared with the grantees in question and their funders).

***Strategic Communications Support for The Madison Initiative's Bipartisan Relationship Building Grantees (\$194,682)***

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In order to further support the goals of the Madison Initiative, the Hewlett Foundation will contract with SKD Knickerbocker to provide communications support to a subset of six to eight grantees whose programs help forge cross-party collaboration among members and staff. The grantees who would receive direct communications assistance are smaller organizations whose budgets constrain their internal communications capacity, and in particular their ability to attract attention to their successes from high-profile national media which influence Members of Congress, their constituents, and other stakeholders. The communications work would be designed to amplify how their efforts strengthen and improve the functioning of Congress, and help restore public confidence in the institution. As such, Hewlett is seeking to engage a public affairs firm to develop and implement such a communications program.

### ***To support election-administration work for nonprofit organizations and philanthropies (\$115,626)***

SKDKnickerbocker will provide strategic counsel and communications support for election administration-related work of charitable organizations and philanthropies. It will help address the challenge of amplifying nonpartisan, neutral, expert voices into the mainstream, beyond the election community and its limited communications channels. It will subcontract to Targeted Victory for work with conservative organizations and media. It will also compile a research "book," which will be available to the philanthropic sector, that incorporates existing academic studies and other information.

#### **Program: Performing Arts**

**Active Projects: 8**

**DCA Expenses: \$222,493**

#### **Program: Philanthropy**

**Active Projects: 5**

**DCA Expenses: \$126,495**

#### **Program: Special Projects**

**Active Projects: 13**

**DCA Expenses: \$522,011**

### ***Performances of "The Foundation" by Sarah Jones (\$158,725)***

Through a commission by the William and Flora Hewelett Foundation, Sarah Jones created the original performance piece "The Foundation" which addresses the field of philanthropy and includes topics such as poverty reduction, environmental issues, race and gender issues, and prison reform. This DCA will support Jones in performing "The Foundation" for a diverse range of groups, which could include donors/philanthropists, community foundations, grassroots nonprofit organizations, universities, and any other settings where attendees are concerned with the individual topics addressed in the piece.

### ***True Cost Initiative (\$100,000)***

The True Cost Initiative is a funder collaborative led by Bridgespan and the Ford Foundation, with the Hewlett Foundation as a participant, along with other foundations. The purpose of the initiative is to create collective research, learning insight and action regarding grantee cost structures, associated funding dynamics, the nonprofit starvation cycle and models of funding

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both direct and indirect costs. Ultimately this work will result in shared, scalable solutions that will support the best outcomes for the sector as a whole.