



**THE WILLIAM  
AND FLORA  
HEWLETT  
FOUNDATION**

ANNUAL REPORT  
**2006**



*THE WILLIAM  
AND FLORA  
HEWLETT  
FOUNDATION*

# ABOUT THE FOUNDATION





## ABOUT THE FOUNDATION

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, 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.

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The William and Flora Hewlett Foundation is wholly independent of the Hewlett-Packard Company and the Hewlett-Packard Company Foundation.

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**BOARD, OFFICERS, AND STAFF**









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## CREATING AN ONLINE INFORMATION MARKETPLACE FOR GIVING

*Paul Brest\**

Philanthropists—whether large foundations or small donors—often make grants and gifts based on limited information. This essay explores possibilities for capturing, distributing, and ultimately using better information to make better philanthropic decisions.

To frame the discussion, consider the information available to private investors who seek primarily financial returns. Investors can make use of a broad array of data, ranging from reports of quarterly earnings statements to the historical and current prices at which stocks are traded—all based on standards that are consistent across many industries, markets, and countries. They can supplement formal data with the reports of industry analysts and gossip on Web sites and blogs. Based on this information, investors can put together portfolios that are aligned with their investment horizons and tolerance for risks. And at the end of the day, or quarter, they will know their actual returns.



With due caution about importing concepts from business into the nonprofit sector, it is helpful to think of philanthropic donations as investments that seek a *social return*. This reflects the hopeful belief that philanthropists want their resources to achieve the greatest impact—the biggest bang for their buck.

Whether or not you are attracted to the metaphor of social returns on investments, if you believe that the goal of philanthropy is to improve the world in some way—increasing the graduation rates of disadvantaged youth, feeding the hungry, or preventing AIDS—then the more you accomplish in a timely manner, the better. And if you believe that information about an organization’s performance can usefully guide investment decisions, it is disquieting that philanthropists have access to so little of the kinds of information that private investors rely on.

Money is the measure of financial return, and diverse philanthropic investments do not have a single common measure. But I am not talking about that inevitable distinction, nor about the almost equally inevitable obstacles to attributing particular results to your individual philanthropic dollars.<sup>1</sup> Rather, I want to address the difficulty of knowing whether an organization in which you invest has the strategies and capacity to achieve its aims. This difficulty is not inevitable, but it is pervasive. At present, most donors—except possibly very large or highly specialized foundations—simply lack the necessary data to support informed decisionmaking. This essay outlines the current state of affairs and describes the Hewlett Foundation’s efforts to help create a

nonprofit marketplace that provides philanthropists with more and better information to inform their giving.

## THE ADVANTAGES OF GOOD INFORMATION

In an ideal world, donors would have information about both the costs and the actual outputs and results achieved by nonprofit organizations in their areas of interest. Costs are pretty easy to measure and are in fact reported in organizations' tax returns. Some outcomes, such as the number of individuals served by a homeless shelter, or the number of acres protected by a land trust, are almost as easy to ascertain—though many organizations do not systematically report on them. But measuring the ultimate impact of most major social interventions—whether in health, education, or the alleviation of poverty—is usually complex, expensive, and feasible only in the long term, if at all. (In any event, such measurements are beyond the capacity of most organizations directly engaged in this work.)

In the absence of knowledge about actual outcomes, there are two reasonably good proxies that can help a donor decide whether or not to invest in an organization: information that the organization itself can provide about its goals, theories of change, strategies, capacity, and progress; and the views of various stakeholders.

Information provided by the organization would answer questions such as: What are the organization's goals and its strategies for achieving them? Why does it think the strategies will succeed? What evidence is there that the organization has the capacity and resources to achieve its goals? And what indicators does it use to measure progress toward its goals? Clarity about these matters is hardly an infallible predictor of actual impact. But an organization's inability to provide this information should give a donor serious pause about its likelihood of success.

Information provided by stakeholders would answer questions such as: What do the beneficiaries of an organization's work think of the organization? What do employees, volunteers, donors, journalists, and other organizations think? If there's cause for worry that an organization's self-reports are self-serving, there's always a danger that stakeholders' views will be uninformed, malicious, or designed to curry favor. But a donor is probably better off relying on corrections from the free marketplace of ideas than not having such views at all.

Consider, then, a Web site where donors could compare nonprofit organizations that do similar sorts of work. For each organization, the screen might display:

- ▶ Basic organizational and financial information from its IRS 990 tax return.
- ▶ A description of the organization's goals and strategies for achieving them. For example, an organization dedicated to eliminating polio in a developing country would describe the scope of the problem and how it plans to tackle the problem. (How many children does it plan to vaccinate, and what steps are necessary to do this?)

- ▶ Indicators to track the organization's progress toward its goals and a description of what progress has been achieved. (How many vaccinations have actually been administered?)
- ▶ Evidence of actual impact, where available, and lessons learned. (In the long run, did polio decline in the country? In the short run, what obstacles were encountered, and how were they surmounted?)
- ▶ Reviews of the organization by its beneficiaries and other stakeholders and interested parties. (How do families, communities, governments, and others view the vaccination program?)

While this information is valuable to any donor, having it readily available online would make it especially valuable to individuals and small foundations with little or no staff to gather it themselves, and it would save each large funder the cost of gathering it separately.

## ORGANIZATIONAL BARRIERS

While information technology can play an important role in making information of this sort available to donors, the main challenges are not technological, but flow from the nonprofit organizations' limited time and capacity.

Developing clear goals and strategies makes demands on the time of nonprofit executives, who often are already stretched thin and must make tough choices with limited resources. Yet for an executive to give an organization's day-to-day activities higher priority than clarity about its goals and strategies is like an airplane pilot's deciding that it is more important to get off the ground and up in the air than to know where he's going. Most of us would prefer not to be passengers on that flight.

Some executives believe that specifying goals and strategies deprives them of the flexibility to exploit unanticipated opportunities and challenges and, more fundamentally, that it takes the passion out of social change. Of course, organizations must have the flexibility to respond to the unexpected. But it's one thing to make midcourse corrections, and quite another to have never charted a course at all. Passion is incredibly important; it's what makes those committed to social change go to work early and come home late. But creating actual social change also requires channeling that passion into effective planning and execution.

Nonprofit executives often describe their ambitions in grand terms, but then—like many of us—get caught up in the things they are doing right now, without focusing on the middle ground of actionable goals. Organizations often have mission statements—along the lines of “End poverty in California” or “Save the rainforest”—that are inspiring but neither realistically attainable nor specific enough to lend themselves to tracking progress. Ultimately, organizations' missions must be realized through more mundane and specific goals such as “Move 100 residents of South Central Los Angeles

into jobs as medical technicians” or “Secure indigenous land rights for 20,000 hectares of tropical forest.” The fault for lack of specificity does not lie solely with grantee organizations. Many philanthropists are satisfied with lofty missions and inspiring anecdotes—hardly an incentive for nonprofit managers to be clear about their goals and strategies.

Although designing and implementing strategies can be a daunting task, a nonprofit executive can get assistance from an increasing number of sources. The Bridgespan Group and McKinsey & Company are among the well-known national consulting firms that work with nonprofits, and there are good local ones as well. Innovation Network and ActKnowledge, with its project Theory of Change, have Internet sites with templates for helping organizations develop strategies. And DonorEdge (described below) assists organizations in articulating the goals and strategies that underlie their programs.

## AGGREGATING INFORMATION TO INFORM DONORS

Several major components of a system to inform nonprofit donors’ investment decisions already exist:

*GuideStar* publishes a Web site that presents organizational and financial data from the IRS 990 forms of all 1.5 million nonprofits in the United States. GuideStar could provide the core of a system, especially if its database expanded to include non-financial information.<sup>2</sup>

*DonorEdge* provides strategic, programmatic, organizational, and financial data about 2,500 nonprofits in the Kansas City area. DonorEdge was created by the Greater Kansas City Community Foundation (GKCCF) for individuals maintaining donor-advised funds there. GKCCF has made its software open source and has been active in sharing with others; nine other community foundations across the country have now begun to implement the system. A visitor to the DonorEdge Web site will see five pages of information on each organization:

- ▶ **General Information page:** Mission statement, recent accomplishments, needs statements, background statement on the context of the organization’s work, CEO and Board Chair statements
- ▶ **Programs page** (for each separate program): Description, budget, target population, program long-term success definition, program short-term success definition, program monitoring plans, examples or evidence of program success
- ▶ **Financials page:** Revenue by source for last three years, resource allocation for last three years, assets and liabilities, short- and long-term solvency ratios, financial comments from staff

- ▶ **Management and Governance page:** List of board members with affiliations, board demographics, data on frequency of board meetings, board meeting attendance, board term limits, board structure, strategic plan timeline, risk management policies, staff and volunteer statistics, bios of key staff
- ▶ **Supporting Documents page:** IRS 990 form, IRS letter of Determination of Tax Exempt Status

*GlobalGiving* is an international analogue to DonorEdge that provides information about particular projects in developing countries. Its lively interface offers donors a set of projects to invest in, ranging from planting nitrogen-fixing trees in central Kenya to providing vaccinations for children in Cambodia. Each entry includes basic information about the project's goals, strategies, and its sponsoring organization's financial health.<sup>3</sup>

*Keystone* helps an organization gather information from its stakeholders to guide it as it formulates strategies, makes tactical decisions, and assesses results. *Great Nonprofits* captures the views of an organization's volunteers. These relatively new ventures suggest possibilities for providing donors with a broad array of stakeholder information, giving the nonprofit marketplace the extraordinary openness that Web 2.0 has brought to other realms through such innovations as eBay, Wikipedia, and user reviews on sites maintained by Amazon and Zagat. Indeed, foundations themselves could be valuable sources of information available to other donors.<sup>4</sup>

New approaches to capturing and sharing information will surely emerge over the coming years, and the development of a comprehensive system will inevitably be incremental. On the whole this is fine, but there is one incremental step that carries significant potential for doing more harm than good: evaluating an organization based on its administrative and fundraising costs without taking into account the social benefits it produces.<sup>5</sup>

Such ratings erroneously imply that a donor can assess an organization's administrative costs in isolation from its effectiveness. This is the equivalent of looking at only one side of a corporation's financial statements. No less than in the private sector, a nonprofit organization should seek not to minimize but to *optimize* its costs so as to contribute net value to its mission. An organization may have low administrative costs and produce little of value. Indeed, some organizations with low costs may be under-investing in back-office functions that not only serve their goals but provide public accountability. In the business sector, low investment ratios at certain stages of an organization's development would make investors nervous, not excited.

## IF WE BUILD IT, WILL THEY COME?

Some donors seem more interested in funding innovative programs with immediate visible impact than in achieving long-term, sustainable results. Some have low expectations of nonprofit organizations and treat an honorable mission as a substitute



for impact. And doubtless some donors are motivated more by relationships and recognition than by achieving results. More fundamentally, personal philanthropy may sometimes be so profoundly emotional as to be invulnerable to rational analysis.

Therefore, as we move forward we will need to better understand the psychology of giving and to make connections between thoughtful, strategic giving and achieving outcomes in a way that will motivate donors. But it is at least worth hypothesizing that many donors do not seek information to guide their decisionmaking only because they are resigned to its unavailability. To help test that hypothesis, the Hewlett Foundation is supporting many of the projects mentioned above.

The results may well be critical to the success and sustainability of a nonprofit information marketplace and ultimately to the effectiveness of the nonprofit sector itself. If someday we are all successful in providing donors with better information to make better philanthropic decisions, the beneficiaries will be high-performing nonprofit organizations and the people and communities they serve.

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\* Jacob Harold and Susan Bell both contributed greatly to this essay.

<sup>1</sup> See Foundation Strategy Group, "From Insight to Action: New Directions in Foundation Evaluation" (2007) (<http://fsg-impact.org/app/content/actions/item/177>).

<sup>2</sup> GuideStar's database could be further structured by categorizing organizations and asking for program performance information by type of organization. This taxonomy could be based on research by the Urban Institute and the Center for What Works, which provides sets of key performance indicators for fourteen types of organizations—from affordable housing to prisoner reentry.

<sup>3</sup> In addition to providing information to help donors make investment decisions, GlobalGiving, like DonorEdge, reduces the transaction costs of giving by allowing donors to contribute to projects online.

<sup>4</sup> Many foundations have a wealth of data about grantees' goals, strategies, and operations that is not available to others. Increasingly, this information, as well as grantees' reports, are stored electronically. The fact that a substantial majority of foundations currently use the same grants management software (GIFTS by MicroEDGE) may facilitate aggregating and disseminating this information. This raises questions of confidentiality. But at least some foundation programs—the Hewlett Foundation's Education Program, for example—require that most grantee materials be made publicly available.

<sup>5</sup> See Jessica Stannard-Friel, "Fundlers' Guide to Rating Systems," *onPhilanthropy* (2/25/05) ([http://www.onphilanthropy.com/site/News2?page=NewsArticle&id=6306&security=1&news\\_iv\\_ctrl=1047](http://www.onphilanthropy.com/site/News2?page=NewsArticle&id=6306&security=1&news_iv_ctrl=1047)).



## GRANTMAKING

In 2006, The William and Flora Hewlett Foundation awarded \$292,040,335 in grants and disbursed \$211,762,058 in grant and gift payments.

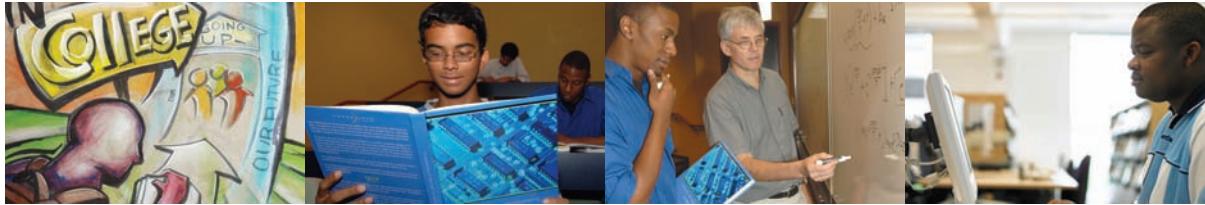
This report highlights certain specific objectives of our grantmaking over the past year. Other goals are general; they underlie all our programs and all the funding choices the Foundation makes.

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

Second, we believe that private philanthropy is of great value to society. Support from individuals, businesses, or foundations can supplement government funding and, in some important cases, can provide a benign and fruitful alternative. We consider the nation's habits of philanthropy, individual and corporate, less healthy than they could be, and therefore we are particularly committed to funding initiatives that will stimulate private philanthropy in our main program areas: Education, Environment, Global Development, Performing Arts, Philanthropy, Population, Regional Grants, Special Projects.



# EDUCATION



## TRANSFORMING AN AILING SCHOOL DISTRICT

When the Hewlett Foundation decided to assist the Ravenswood City School District in East Palo Alto, the little district was struggling with low test scores, low English-language proficiency, and high turnover of a polarized and demoralized faculty.



That was 2003, when the Foundation funded the New Teacher Center at the University of California, Santa Cruz, to embark on a multiyear plan to help turn around Ravenswood.

Today, thanks to the hard work of the Ravenswood staff and the intensive involvement of the New Teacher Center, which supports the Ravenswood faculty with an array of professional development skills, schools in the 4,500-student elementary and middle school district have a new start. Annual teacher and administrator retention in three pilot schools rose from 27 percent when the work began to 87 percent in the 2005–6 school year. Standardized test scores are sharply up, and both student and faculty expectations have been transformed.

In its 2006 interim report to the Foundation, the Center reported, “The district culture is changing from one of mandates and negativity to a culture of support and an understanding of the need to invest in human capital at every level.”

## CONNECTING EDUCATORS WORLDWIDE

In 1999, Richard Baraniuk, a professor of electrical and computer engineering at Rice University, had an idea for fellow educators around the world to share educational materials via a Web site. Thus was Connexions born. The project combines unique software to manage documents with an innovative legal framework that enables anyone to reorganize and republish the materials to create textbooks, courses, lesson plans, and study guides.



Since then, with the support of the Hewlett Foundation, Baraniuk’s pet project has become part of an international Open Educational Resources movement that the Foundation helped launch. Today the site attracts a half million unique visitors each month. Since 2001, the Foundation has invested close to \$70 million to help more than 135 grant recipients worldwide advance this movement to make location and money no barrier to education.

In 2006, The Tech Museum of Innovation in Silicon Valley presented Connexions, still a Hewlett Foundation partner, with one of its annual awards honoring the use of technology to benefit humanity.

## EDUCATION

*Widening access to high-quality education worldwide.*

Every learner—from the struggling third-grader in East Palo Alto to the ambitious university student in sub-Saharan Africa—merits a high-quality education. That simple, but profound, conviction drives the strategic grantmaking in our Education Program.

To improve the education of individuals worldwide, we work to remove high-level barriers to their achievement: barriers in educational research, in institutions, in government policy, even in technology. Our progress in 2006 again proved the value of this targeted approach. Significant gains in our priority areas prepared the field for more extensive change—and benefited a widening circle of learners.

For example, this year we saw the increased value of funding Open Educational Resources, an international movement to provide educational materials on the Internet that the Foundation helped pioneer over four years ago. This movement combines the technologies that make high-quality materials accessible with the legal innovations that address copyright and intellectual property laws. This way, learning tools can be freely obtained—even reorganized and republished—by users around the world. Geography and limited resources no longer block someone's desire to learn or teach.

Furthering this desire is also at the heart of our efforts in education reform. In urban school districts, in California community colleges, in the hallways where educational theory, policy, and finance are formulated, our grantees worked to secure the most vulnerable learners the advantages of the most fortunate. The resulting research, policy analyses, demonstration projects, and reform strategies described in this report point to real, measurable improvements in teaching and learning.

**In 2006, the Education Program made grants totaling \$48,079,100.**

## CALIFORNIA K-12 EDUCATION REFORM

The Foundation supports California's K-12 public school students by driving change in state regulations, policies, and funding. Although California students still lag the nation in all major ethnic and socioeconomic groups, 2006 marked significant progress in all our focus areas:

***Promoting school finance reform.*** With Foundation support, researchers, policymakers, and constituency groups built momentum and bipartisan political will for reforming California's outdated, inequitable system.

***Adopting good government measures.*** Despite limited public and media interest in good government reforms, grantees made progress in promoting transparency and building better state data systems to track student achievement over time.

***Improving teacher quality.*** Grantees advanced a significant package of policy reforms related to teacher quality.

***Better serving the neediest students.*** Our technical assistance in two key areas—the design and implementation of a new \$2.9 billion state program to improve California’s lowest-performing schools and a \$20 million state program to better serve English learners—allowed policymakers and reformers to target help toward the neediest students.

## **2006 Highlights**

A groundbreaking \$2.6 million school finance research project—run by Stanford University and funded with the Gates, Irvine, and Stuart foundations—was announced with the help of the bipartisan group of policymakers who requested this research. In early 2007, the project’s results sparked discussion among policymakers and opinion leaders about how to make the dollars we spend on education more effective and how much it costs to educate our students so that they reach the goals the state of California has set for them.

The state Department of Education redesigned its public reporting this year after our grantee at UCLA released a report critiquing School Accountability Report Cards—parents’ main source of information about school performance. The new, more user-friendly format will be taken to the state Board of Education this fall for approval and rollout in all California schools.

With Foundation support, The Center for the Future of Teaching and Learning highlighted the need for improving California’s teacher recruitment, training, and retention policies. CFTL also convened an expert group to develop recommendations. A bill containing many of these recommendations, signed into law in September 2006, streamlined the qualifying process for out-of-state teachers entering California and improved training for new teachers.

English learners remain poorly served by California’s public schools. In response, the 2006 state budget included \$20 million for districtwide pilot programs to demonstrate best practices for improving their achievement. We funded WestEd, a regional education lab, to work with the state Department of Education to help design and evaluate this initiative.

## **2007 Goals**

- ▶ Advance high-quality research on the need to reform California’s school finance system
- ▶ Mobilize the public and policymakers to champion school finance reform

- ▶ Strengthen government accountability and transparency in data collection and public reporting
- ▶ Ensure effective implementation of new teacher recruitment and training policies
- ▶ Monitor new state programs for lowest-performing schools and English learners
- ▶ Focus attention and resources on high-need students

## IMPROVING ACHIEVEMENT IN URBAN K-12 CLASSROOMS

Student achievement and graduation rates in high-poverty urban schools remain far below the U.S. average. In 2006, we focused support in three areas that promise long-term, sustained improvement in these schools:

***Backing district reform demonstration projects.*** We funded and evaluated district reforms that set clear student performance standards; focus on systemwide curriculum changes; and continuously improve classroom practices to meet student needs.

***Developing strategies for large improvements in student achievement.*** We backed research and evaluation of three strategies—formative assessment, extended learning time, and early health interventions—that carry the potential to fundamentally change classroom life for low-achieving students.

***Promoting technology-enabled tools for improving teaching.*** We invested in innovative tools for high-need areas, such as mathematics, science, reading comprehension, and English language learning.

### 2006 Highlights

In 2006, the most effective district reforms transformed both administrative and classroom practices. Our collaboration with the Ravenswood City School District provided each classroom with intensive support for teachers and students while helping the District manage the process of reform. This year's California Standards Test results suggest this strategy is working: schools with the most intensive interventions showed significant gains in both English language arts and mathematics.

Our goal is to advance the most promising strategies for educational reform, so that these strategies can be used nationwide. In 2006, we asked the Center for Policy Research in Education to establish a new research and development program on formative assessment. Using this method, teachers obtain frequent feedback about student learning to guide their instruction. With CPRE established as the leader in this area, we will identify other research institutions to conduct work on extended learning time and early health interventions.

As we explored ways to improve teaching through technology, we invested in two instructional tools: AgileMind and Formative Assessments of Student Thinking in



Reading (FAST-R). AgileMind, developed at The University of Texas at Austin, is a Web-based tool for middle and high school mathematics that offers online curricula for students and professional learning support for teachers. Together with the Irvine Foundation, we are supporting its implementation and evaluation in forty low-performing California schools.

## 2007 Goals

- ▶ Support district demonstration sites and their evaluation
- ▶ Provide research-based guidelines for district-led instructional reform
- ▶ Engage district leaders in sharing knowledge and improving practice
- ▶ Develop research evidence for large-scale student achievement strategies and disseminate to policymakers
- ▶ Advance the development, adoption, and evaluation of technology-enabled tools

## OPEN EDUCATIONAL RESOURCES

Since 2001, the Foundation has invested close to \$70 million in Open Educational Resources; today we support a \$33 million portfolio of over sixty-eight grants. Through these investments and other strategic activities, we have helped build a field that promises to equalize access to knowledge and educational opportunity. In 2006, our grantmaking strategy focused on:

***Sponsoring high-quality open content.*** We supported work to make exemplary models of academic content open and freely usable on the Internet.

***Removing barriers to the use of open content.*** We expanded and evaluated Foundation-supported portal projects and worked to lessen intellectual property constraints.

***Stimulating the use of Open Educational Resources.*** We established effective continent-based distribution hubs and extended global awareness of this field through conferences, forums, and partnerships.

***Improving grantee communication and transparency.***

## 2006 Highlights

The growing movement to make educational materials available to anyone with an Internet connection marked a milestone when Great Britain's venerable Open University launched a new online collection of curricula as well as software to enhance

its use. The new Web-based program, called OpenLearn, will give students and teachers access to 5,000 hours of curricula on everything from the arts to science and technology, and at levels ranging from those suitable for a beginning student through postgraduate study.

Among the other Open Educational Resources projects we have underwritten in whole or in part are MIT's OpenCourseWare program, which has published virtually all MIT courses on its Web site; Carnegie Mellon University's Open Learning Initiative, a highly interactive approach designed to measure the effectiveness of the teaching; the Teacher Education in Sub-Saharan Africa project, which provides digital and printable material to train up to half a million teachers in nine countries; and Creative Commons, a nonprofit organization that helps creators of intellectual property preserve a range of rights while sharing content.

In September 2006, the Foundation-supported Open Educational Resources portal was unveiled, providing a single access point through which users can freely search, browse, evaluate, and download education content from many reputable sources. We also convened a meeting of portal developers—both our grantees and other significant players in the field—to encourage cooperation and explore how to make these access points more effective.

In July 2006, we launched the inaugural edition of *The William and Flora Hewlett Foundation Open Educational Resources Newsletter* to further collaboration and keep the field up-to-date on our funding priorities and grantees' work.

## 2007 Goals

- ▶ Support the development and adaptation of exemplary Open Educational Resources content
- ▶ Explore alternative digitization processes
- ▶ Promote the ease of use of open content through portals
- ▶ Remove intellectual property constraints
- ▶ Address barriers of culture and language
- ▶ Develop a deep understanding of the demand for free, accessible, high-quality content
- ▶ Establish effective distribution hubs
- ▶ Work to develop awareness and partnerships in the field

## OPPORTUNITY GRANTS

At the Foundation's initiative, awards are made to take advantage of particularly important philanthropic opportunities in education. In 2006, we targeted three areas:

***Increasing access to, and the quality of, arts education in California.*** In 2006, grants to a small number of advocates raised arts education much higher on the agendas of policymakers and education groups.

***Improving the quality of behavioral and social science research.*** With Foundation support, the National Research Council formed a new committee to address this goal.

***Supporting high-quality research on education policy.*** A start-up grant funded an independent, research-oriented think tank on education policy in Washington, D.C.

## 2006 Highlights

This was a surprisingly successful year for arts education in California. The 2006 state budget included \$105 million in ongoing funding for arts education, plus \$500 million in one-time funding for art, music, and physical education supplies. This significant victory—a credit to our grantees' effective advocacy—reverses a long-term decline in state funding for arts education.

## 2007 Goals

- ▶ Give school districts technical assistance on how to use new state arts education funds
- ▶ Mobilize new constituencies to back stable arts education policy and funding
- ▶ Improve research in the behavioral and social sciences and education policy

## STRENGTHENING CALIFORNIA COMMUNITY COLLEGES

Research suggests that if California does not address the rising need for college-educated workers in the 21st century, it will result in lower wages to a lower-skilled workforce. This loss in per capita income will be higher than any other state's. Because California relies on its 109 community colleges to ensure access to higher education, the Foundation has been tackling this serious need by funding efforts to improve student achievement at the state's community colleges. Through two grantmaking strategies, we are seeking an ambitious 10 percent improvement in underprepared students' performance and persistence:

***Improving instruction for underprepared students.*** We are funding research, demonstration projects, and technical assistance to increase success rates in developmental math and English.

***Supporting policies and practices to enhance student success.*** We are funding research, advocacy, technical assistance, and tool development to support institutional and state-level policy reforms to improve student success.

## **2006 Highlights**

A renewed concern about community colleges resulted in the best state budget seen in years. Hewlett grantees played a critical role in highlighting the need to invest in higher education, especially two-year colleges. A systemwide strategic plan was developed to address the challenge of advancing reforms within the far-flung network of 109 colleges and 72 governing boards. A centerpiece of the plan is an initiative to improve instruction for students who enter community college underprepared for college-level work, a priority of the Foundation for the last several years. Under legislation approved in 2006, funding for developmental (remedial) math and English as well as ESL courses was increased.

Only 11 percent of community college students beginning in the lowest level of developmental math, and 26 percent in the lowest level in English, ever succeed beyond remedial level classes. Through a partnership with the Carnegie Foundation for the Advancement of Teaching, the Strengthening Pre-Collegiate Education in Community Colleges project continued to work with faculty to develop models that improve student learning in these areas. Campuses began reporting positive results that they will seek to advance and sustain.

## **2007 Goals**

- ▶ Increase the use of data to understand and improve student outcomes
- ▶ Expand and replicate accelerated remedial programs and remedial instruction in a career context
- ▶ Release and promote high-impact research on finance, affordability, and enrollment policies and expand the network of organizations effectively advocating for policy change
- ▶ Build more data linkages and other connections across K-16 pipelines to strengthen students' transitions from K-12 schools and into four-year universities

## EDUCATION

### *California K-12 Education Reform*

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#### **ACLU FOUNDATION OF SOUTHERN CALIFORNIA**

Los Angeles, CA

*For a media-targeted report on the effects to date of the Williams reform legislation in California public schools* \$80,000

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#### **ADVANCEMENT PROJECT**

Los Angeles, CA

*For a project to examine how policies can be implemented to provide effective preschool experiences, especially for low-income children* 100,000

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#### **AMERICAN INSTITUTES FOR RESEARCH**

Washington, DC

*For a policy brief on the need to collect more detailed information on English learners in California* 14,000

*For a technical working group to advise state policymakers on the design of a state-funded system of support and assistance for low-performing schools and districts* 97,000

*For a mixed-method study to estimate the cost of delivering a quality education to all California K-12 students* 300,000

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#### **BALTIMORE COMMUNITY FOUNDATION**

Baltimore, MD

*For a planning process to design grassroots campaigns in three states, including California, to build public will to improve K-12 public schools* 360,000

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#### **CALIFORNIA BUSINESS FOR EDUCATION EXCELLENCE**

Sacramento, CA

*For support to mobilize local businesses to lead the effort to raise student achievement and close achievement gaps for California public schools* 300,000

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#### **CALIFORNIA SCHOOL BOARDS ASSOCIATION**

West Sacramento, CA

*For work by the California School Boards Association and three partners to identify and implement reform ideas and strategies that will encourage divergent groups to come together to restructure California's school finance system* 860,000

<p><b>CALIFORNIA STATE UNIVERSITY AT SACRAMENTO, INSTITUTE FOR HIGHER EDUCATION LEADERSHIP AND POLICY</b>  Sacramento, CA  <i>For general support for the Institute for Higher Education Leadership and Policy</i></p>	220,000
<p><b>CHILDREN NOW</b>  Oakland, CA  <i>For a project to increase media attention and public dialogue around K-12 student achievement and the K-12 finance system in California</i></p>	215,000
<p><b>EDSOURCE</b>  Mountain View, CA  <i>For producing summaries of research studies on finance and for development of a new Web site related to California school finance and governance policy</i></p>	110,000
<p><b>EDUCATION TRUST – WEST</b>  Washington, DC  <i>For partial support of a project to research, develop, and promote the implementation of a statewide longitudinal data system in California that supports improvement in teaching and learning in California's K-12 public school system</i></p>	425,000
<p><b>FIGHT CRIME: INVEST IN KIDS</b>  Washington, DC  <i>For exploring the feasibility of engaging law enforcement leaders and crime survivors as advocates for reforms to California's K-12 system that are proven to reduce crime and violence</i></p>	150,000
<p><b>FRESNO COUNTY OFFICE OF EDUCATION</b>  Fresno, CA  <i>For additional research and analytical capacity for the Governor's Committee on Education Excellence</i></p>	30,000
<p><b>FULL CIRCLE FUND</b>  San Francisco, CA  <i>For testing new approaches to compensate teachers</i></p>	45,000
<p><b>GROW NETWORK</b>  New York, NY  <i>For a project with the California Department of Education to produce a new prototype design for the state's School Accountability Report Card to make it more readable and useful</i></p>	100,000

**JUSTICE MATTERS INSTITUTE**

San Francisco, CA

*For general support*

170,000

**LATINO ISSUES FORUM**

San Francisco, CA

*For facilitation of a strategic planning process***Collaboration with Environment, Population, and Philanthropy***For engaging and educating California's Latino school board members about how to become part of the state education policy debate*

400,000

**PACIFIC NEWS SERVICE/NEW AMERICA MEDIA**

San Francisco, CA

*For building the capacity of ethnic media in California to cover state education policy issues*

550,000

**PICO CALIFORNIA**

Sacramento, CA

*For a public engagement process to educate parents and students about critical school finance issues*

690,000

**PUBLIC ADVOCATES**

San Francisco, CA

*For advocacy and organizing at the state, district, and school levels to improve access to fully prepared teachers for low-achieving students and students of color*

350,000

**PUBLIC INTEREST PROJECTS**

New York, NY

*For a planning process to identify necessary steps and initiate the launch of a new national Fund for Education Organizing*

50,000

**PUBLIC POLICY INSTITUTE OF CALIFORNIA**

San Francisco, CA

*For general support of the education research program*

1,260,000

**RAND CORPORATION**

Santa Monica, CA

*For a study of California K-12 and higher education data with a focus on assessing the feasibility of developing an integrated longitudinal student-unit-record data system*

220,000

**SAN FRANCISCO FOUNDATION COMMUNITY INITIATIVE FUNDS**

San Francisco, CA

*For two projects that will bring researchers more directly into the policymaking arena and will build the capacity of state policymakers at the same time*

175,000

**SOUTHERN CALIFORNIA PUBLIC RADIO**

Los Angeles, CA

*For daily education news coverage on KPCC public radio and for online tools to engage listeners in education policy debates*  
*For evaluation of Southern California Public Radio's education-related programming*

150,000

Collaboration with Philanthropy

**STANFORD UNIVERSITY, SCHOOL OF EDUCATION**

Stanford, CA

*For general support for the Education Policy Research Center*  
*For a review of current research to identify whether there are special needs of English learners in California in relation to instructional materials, instructional practices, assessment, and accountability structures*

21,600

28,000

**UNIVERSITY OF CALIFORNIA, OFFICE OF THE PRESIDENT**

Oakland, CA

*For planning a major policy research, analysis, and technical assistance center to address access, resource, and equity issues facing California's underrepresented and disenfranchised residents*

200,000

**UNIVERSITY OF CALIFORNIA AT BERKELEY**

Berkeley, CA

*For evaluation and strategic planning aimed at strengthening research capacity and increasing policy impact for Policy Analysis for California Education (PACE)*

Collaboration with Philanthropy

**UNIVERSITY OF CALIFORNIA AT LOS ANGELES**

Los Angeles, CA

*For communications activities to enrich the education policy debate with the perspectives of disadvantaged communities and to advance a set of policy reform goals*

415,000



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**UNIVERSITY OF TEXAS AT DALLAS**

Richardson, TX

*For a study on understanding policies for improving teacher quality and how they affect student results*

271,000

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**WESTED**

San Francisco, CA

*For technical assistance to policymakers in designing, implementing, and evaluating a new pilot program to identify best practices in increasing the achievement of English learners*

200,000

*Improving Achievement in Urban K-12 Classrooms*

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**AMERICAN INSTITUTES FOR RESEARCH**

Washington, DC

*For continuation of support for a study of instructional reform efforts in the San Diego Unified School District*

610,000

*For organizing the California Collaborative on District Reform, a forum focused on district-led instructional improvement efforts in California*

290,000

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**ASPEN INSTITUTE, ASPEN EDUCATION AND SOCIETY PROGRAM**

Washington, DC

*For support of Aspen Institute’s Urban Superintendent Network, a professional development program for superintendents from large urban districts*

300,000

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**BOSTON PLAN FOR EXCELLENCE**

Boston, MA

*For support of the implementation of formative assessments for reading throughout the Boston Public Schools*

247,000

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**BOYS AND GIRLS CLUB OF THE PENINSULA**

Menlo Park, CA

*For support of an after-school literacy and math program for children in two East Palo Alto schools*

Collaboration with Regional Grants

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**CENTER FOR AMERICAN PROGRESS**

Washington, DC

*For support of documentation and promotion of the successes of extended-learning time programs on the academic performance of students in low-income and low-performing schools*

100,000

**EAST BAY COMMUNITY FOUNDATION**

Oakland, CA

*For regranting of funds to encourage greater parent participation in the Hayward public schools and in their children's education*

Collaboration with Regional Grants

**EDITORIAL PROJECTS IN EDUCATION**

Bethesda, MD

*For special coverage of school district reforms across the nation in Education Week*

246,000

**HAYWARD UNIFIED SCHOOL DISTRICT**

Hayward, CA

*For support of the district's systemwide initiatives for improving the achievement of English learners*

2,750,000

**KIPP FOUNDATION**

San Francisco, CA

*For five Bay Area KIPP schools to provide teachers with additional professional development and release time to focus on core curricula*

100,000

**MASSACHUSETTS 2020**

Boston, MA

*For support of a three-year evaluation that examines the effects of extended learning times on student outcomes*

300,000

*For a literature review and a series of expert meetings to identify research projects in support of schools' extended learning time*

60,000

**MDRC**

New York, NY

*For an independent evaluation of Formative Assessments of Student Thinking in Reading, an instructional tool used in Boston Public Schools*

400,000

**SRI INTERNATIONAL**

Menlo Park, CA

*For an evaluation of the impact of the KIPP program on student outcomes in five KIPP schools in the San Francisco Bay Area*

434,000

*For writing case studies on teachers' uses of formative assessment for literacy instruction based on research conducted at two school districts*

30,000

**STANFORD UNIVERSITY, SCHOOL OF EDUCATION**

Stanford, CA

*For planning an independent evaluation of the work of the University of California at Santa Cruz's New Teacher Center in the Ravenswood City School District*

27,000

**STANFORD UNIVERSITY, CENTER FOR RESEARCH ON THE CONTEXT OF TEACHING**

Stanford, CA

*For an evaluation of the coaching intervention of the University of California at Santa Cruz's New Teacher Center in the Ravenswood City School District*

240,000

**STRATEGIC EDUCATION RESEARCH PARTNERSHIP INSTITUTE**

Washington, DC

*For general support*

500,000

**UNIVERSITY OF CALIFORNIA AT SANTA CRUZ**

Santa Cruz, CA

*For providing systemwide professional development support to the Ravenswood City School District (Collaboration with Regional Grants)*

1,460,000

**UNIVERSITY OF PENNSYLVANIA, CENTER FOR POLICY AND RESEARCH IN EDUCATION**

Philadelphia, PA

*For founding the Center for the Instructional Improvement Cycle, a national research and development hub for formative assessment practices*

1,100,000

**UNIVERSITY OF TEXAS AT AUSTIN, CHARLES A. DANA CENTER**

Austin, TX

*For enhancing the Dana Center's online curricular services for math teachers and for developing an academic youth development program in the ninth grade*

565,000

*For an independent evaluation of the Dana Center/Agile Mind's online and face-to-face instructional services for high school algebra*

150,000

***Open Educational Resources*****ACADEMY FOR EDUCATIONAL DEVELOPMENT**

Washington, DC

*For the Global Learning Portal project, a Web site designed for supporting educators in developing countries*

300,000

<b>AFRICAN VIRTUAL UNIVERSITY</b>	
Nairobi, Kenya	
<i>For support of a comprehensive Open Educational Resources Architecture to ensure the efficient and effective application of the open content movement in African higher education and training institutions</i>	1,000,000
<i>For support of Open Educational Resources awareness raising and networking activities in Africa and Europe</i>	34,500
<b>ALEXANDRIA ARCHIVE INSTITUTE</b>	
San Francisco, CA	
<i>For general support</i>	250,000
<b>CARNEGIE MELLON UNIVERSITY</b>	
Pittsburgh, PA	
<i>For support of the Open Learning Initiative</i>	2,250,000
<b>COASTLINE COMMUNITY COLLEGE, OFFICE OF INSTRUCTIONAL SYSTEMS DEVELOPMENT</b>	
Fountain Valley, CA	
<i>For determining the scope and cost required to complete development of Chengo, an online language learning system currently in the public domain</i>	65,000
<b>COLUMBIA UNIVERSITY</b>	
New York, NY	
<i>For a project to increase the understanding of educators, technologists, video producers, and other stakeholders about uses of video and open content</i>	200,000
<b>COMMONWEALTH OF LEARNING</b>	
Vancouver, Canada	
<i>For targeted support for Open Educational Resources (OER) activities and core support to infuse the principles of OER into the Commonwealth of Learning's wide array of activities</i>	750,000
<b>CONSORTIUM FOR SCHOOL NETWORKING</b>	
Washington, DC	
<i>For partial support of a consensus study to summarize research about test-based accountability for federal and state education policymakers</i>	50,000
<b>CREATIVE COMMONS</b>	
San Francisco, CA	
<i>For writing, editing, publishing, and distributing an Open Educational Resources policy guidebook for higher education governance officials</i>	125,000

**EUROPEAN ASSOCIATION OF DISTANCE TEACHING UNIVERSITIES**

Heerlen Limburg, The Netherlands

*For the first stage of an effort by the European Association of Distance Teaching Universities to explore using free Web-based courses to stimulate learning among all people*

200,000

**FANTASY FOUNDATION OF CULTURE AND ARTS**

Taipei, Republic of China

*For general support*

100,000

**ICOMMONS**

Rosebank, Johannesburg, South Africa

*For development of a research program that will propagate best practices across Open Educational Resources projects around the world*

22,000

**INSTITUTE FOR THE STUDY OF KNOWLEDGE MANAGEMENT IN EDUCATION**

Half Moon Bay, CA

*For continuation of a project to build a Web site to increase awareness and understanding about Open Educational Resources (OER) and to provide support for needed OER field-building activities*

595,000

*For continuation of a project to build a Web site to increase awareness and understanding about OER, to help users find materials that meet their needs, and to provide tools for gathering user evaluations of the materials*

150,000

**INTERNET ARCHIVE**

San Francisco, CA

*For general support*

1,000,000

**ITHAKA**

New York, NY

*For a study to assess the need for an organization to promote Open Source Software projects (Collaboration with Special Projects)*

18,000

**MASSACHUSETTS INSTITUTE OF TECHNOLOGY**

Cambridge, MA

*For support to promote the adoption and diffusion of Open Educational Resources as part of a national knowledge strategy in India to advance access and quality education*

92,000

**MERAKA INSTITUTE**

Pretoria, South Africa

*For support of the development of a collection of papers describing use of Open Educational Resources in tertiary education, in primary and secondary schools, and within communities in South Africa*

100,000

**MICHIGAN STATE UNIVERSITY, COLLEGE OF EDUCATION**

East Lansing, MI

*For development of a prototype of a multi-player, online role-playing game for teaching English as a second language*

30,000

**MONTEREY INSTITUTE FOR TECHNOLOGY AND EDUCATION**

Monterey, CA

*For determining the scope and cost required to complete development of Chengo, an online language learning system currently in the public domain*

65,000

*For continued development of the National Repository of Online Courses, a library of high-quality high school, Advanced Placement®, and undergraduate courses that are distributed free to students and teachers and through various licensing fees*

2,350,000

**ONE ECONOMY**

Washington, DC

*For improving content on an online education Web site and to support a youth technology program benefiting the residents of affordable housing developments in San Francisco and San Jose (Collaboration with Regional Grants)*

100,000

**OPEN UNIVERSITEI NEDERLAND**

Heerlen Limburg, The Netherlands

*For the OpenER project to introduce Open Educational Resources to Dutch higher education by focusing on high-quality, independent self-study learning materials in an open resource format*

200,000

**OPEN UNIVERSITY**

Milton Keynes, United Kingdom

*For the Open University (UK) to make selections of its higher education learning resources freely available on the Internet and to provide users with tools to help them manage their learning and develop supported collaborative learning communities*

4,450,000

**ORGANISATION FOR ECONOMIC COOPERATION AND DEVELOPMENT**

Paris, France

*For a supplemental grant to support an extension of an international study of issues related to Open Educational Resources*

48,000

**RICE UNIVERSITY**

Houston, TX

*For general support for the Connexions program*

1,700,000

**TUFTS UNIVERSITY**

Medford, MA

*For support of Tufts OpenCourseWare to continue publishing its content that focuses on routine, dental, and veterinary medicine, as well as international affairs*

370,000

**UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION**

Paris, France

*For continued support of an international community of practice on Open Educational Resources*

60,000

**UNIVERSITY OF IOWA, WIDERNET PROJECT**

Iowa City, IA

*For WiderNet support of African Virtual University in delivering and sharing Open Educational Resources in Africa*

180,000

**UNIVERSITY OF SOUTHERN CALIFORNIA**

Los Angeles, CA

*For a project to explore a variety of social software tools and technologies to facilitate the use of Open Educational Resources*

128,000

**UTAH STATE UNIVERSITY**

Logan, UT

*For the Center for Open and Sustainable Learning*

370,000

**WGBH**

Boston, MA

*For developing new science teaching resources in WGBH's Teachers' Domain and making them openly available online*

540,000

**YALE UNIVERSITY**

New Haven, CT

*For support for creation of digitized audio-visual content for undergraduate liberal arts instruction, to be offered freely through the Internet*

755,000

## Opportunity Grants

### **BUSH FOUNDATION**

Saint Paul, MN

*For developing an Enrollment Management Program for historically black private college members of the United Negro College Fund*

1,000,000

### **CALIFORNIA ALLIANCE FOR ARTS EDUCATION**

Pasadena, CA

*For the Advancing Arts Education in California Schools project (Collaboration with Performing Arts)*

300,000

### **CALIFORNIA COUNTY SUPERINTENDENTS EDUCATIONAL SERVICES ASSOCIATION**

Sacramento, CA

*For the Reinvigorating Arts Education in California project (Collaboration with Special Projects and Performing Arts)*

465,000

### **CENTER ON EDUCATION POLICY**

Washington, DC

*For partial support of a study to determine whether, as a result of the No Child Left Behind Act, student academic achievement has increased and whether achievement gaps between groups of students have narrowed*

300,000

### **CHILD TRENDS**

Washington, DC

*For support of a mid-course review and strategic planning process of the Child Trends DataBank*

25,000

### **COUNCIL ON FOREIGN RELATIONS**

Washington, DC

*For general support of the Center for Universal Education*

Collaboration with Population and Global Development

### **EQUAL ACCESS**

San Francisco, CA

*For strategic and fund development planning*

Collaboration with Philanthropy

### **GRANTMAKERS FOR EDUCATION**

Portland, OR

*For support of the Grantmakers for Education 2006 fall conference in San Francisco*

20,000



**INSTITUTE OF INTERNATIONAL EDUCATION**

New York, NY

*For general operating support of the African Partnership Travel & Learning Fund (Collaboration with Special Projects, Population, and Global Development)*

200,000

**LEARNING MATTERS**

New York, NY

*For succession and strategic planning*

Collaboration with Philanthropy

**MAYOR'S COMMUNITY PARTNERSHIP FOR SCHOOL EXCELLENCE**

Los Angeles, CA

*For the design and planning of a "Mayor's District" in the Los Angeles education system*

Collaboration with Special Projects

**NATIONAL ACADEMY OF SCIENCES**

Washington, DC

*For partial support of a nationwide public meeting and video Webcast in fall 2006 to inform the public regarding ways to strengthen U.S. competitiveness (Collaboration with Special Projects)*

15,000

*For partial support of an initiative to improve the quality and utility of the behavioral and social sciences*

700,000

**NATIONAL ACADEMY OF SCIENCES, DIVISION OF BEHAVIORAL AND SOCIAL SCIENCES AND EDUCATION**

Washington, DC

*For partial support of a consensus study to summarize research about test-based accountability for federal and state education policymakers*

84,000

**NATIONAL CENTER ON EDUCATION AND THE ECONOMY**

Washington, DC

*For a research and policy analysis project to propose ways to raise the productivity of education and training institutions in the United States*

400,000

**NEW AMERICA FOUNDATION**

Washington, DC

*For the Federal Education Budget Project providing independent and in-depth study and analysis of federal financing for education*

500,000

**SAN FRANCISCO FOUNDATION COMMUNITY INITIATIVE FUNDS**

San Francisco, CA

*For general support of the San Francisco Arts Commission's Arts Education Funders' Collaborative (Collaboration with Performing Arts)*

50,000

**SRI INTERNATIONAL**

Menlo Park, CA

*For completing a study of arts*

*education in California*      **Collaboration with Special Projects and Performing Arts**

*For studies on three different obstacles to greater delivery of arts*

*education in California's K-12 public schools (Collaboration with*

*Special Projects and Performing Arts)*

165,000

**THOMAS B. FORDHAM INSTITUTE**

Washington, DC

*For support of the start-up phase of the Policy Innovation in Education*

*Network (Collaboration with Special Projects)*

50,000

*Strengthening California Community Colleges*

**CABRILLO COLLEGE FOUNDATION**

Aptos, CA

*For the Digital Bridge Academy to develop a two-year large-scale*

*dissemination pilot of an academic program to help underprepared*

*students succeed in higher education and pursue knowledge-*

*based careers*

300,000

**CALIFORNIA TOMORROW**

Oakland, CA

*For support of a multi-year project to strengthen the capacity of*

*California community colleges to improve access and success for*

*underserved students, especially students of color, immigrants, and*

*low-income students*

625,000

**CARNEGIE FOUNDATION FOR THE ADVANCEMENT OF TEACHING**

Stanford, CA

*For a third round of subgrants to eleven colleges participating in*

*Strengthening Pre-Collegiate Education in Community Colleges, a*

*program to improve teaching and learning in developmental education*

*courses at California community colleges*

1,300,000

*For a project focused on improving student learning in pre-collegiate*

*math and English courses in California community colleges*

2,584,000

**FIRST AMENDMENT PROJECT**

Oakland, CA

*For a study of the laws governing the availability of educational data from*

*public agencies in California, and the practices that might maximize the*

*availability of such data within the bounds of the law*

25,000

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<b>GROSSMONT-CUYAMACA COMMUNITY COLLEGE DISTRICT AUXILIARY</b>	
El Cajon, CA	
<i>For development of a series of evaluation templates to enable researchers to consistently compare and contrast the effects of interventions to improve student progress along K-16 pathways</i>	
	380,000
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<b>INSTITUTE FOR COLLEGE ACCESS AND SUCCESS</b>	
Berkeley, CA	
<i>For investigating new communication strategies for addressing matters of affordability in California public higher education, with a focus on issues discussed in a Hewlett-funded report on community college affordability</i>	
	160,000
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<b>MDRC</b>	
New York, NY	
<i>For inclusion of Chaffey College in Opening Doors, a national demonstration project on strategies to increase persistence rates of disadvantaged community college students</i>	
	400,000
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<b>MPR ASSOCIATES</b>	
Berkeley, CA	
<i>For a study to examine and define measures of completion in California community colleges based on student course-taking, and to analyze California community college students' use of tuition waivers and federal financial aid</i>	
	250,000
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<b>NATIONAL CENTER FOR PUBLIC POLICY AND HIGHER EDUCATION</b>	
San Jose, CA	
<i>For a study of issues affecting access and affordability at California community colleges</i>	
	113,000
<i>For a policy-oriented analysis of the possibilities and limitations of informed self-placement in California community colleges</i>	
	35,000
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<b>PACIFIC NEWS SERVICE/NEW AMERICA MEDIA</b>	
San Francisco, CA	
<i>For a project to increase college participation among immigrant and low-income families in the Central Valley by promoting college awareness through public service advertisements and news articles in the ethnic media</i>	
	155,000
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<b>PASADENA CITY COLLEGE FOUNDATION</b>	
Pasadena, CA	
<i>For a demonstration project to develop online robots to help English as a Second Language (ESL) students practice speaking English outside the classroom</i>	
	30,000

**PUBLIC POLICY INSTITUTE OF CALIFORNIA**

San Francisco, CA

*For a study of the role of migration in meeting the state's workforce needs and to promote discussions of the importance of educational investments* 85,000

**RESEARCH AND PLANNING GROUP OF CALIFORNIA COMMUNITY COLLEGES**

Sacramento, CA

*For support of a conference for community college faculty to focus on improving assessment practices in order to improve student success* 25,000

**STANFORD UNIVERSITY, STANFORD INSTITUTE FOR HIGHER EDUCATION RESEARCH**

Stanford, CA

*For additional research and planning for a project to study key dimensions of efficiency in California community colleges* 100,000

*For a project to identify existing research and practices in applying efficiency concepts to improve California community colleges* 50,000

**UNIVERSITY OF SOUTHERN CALIFORNIA, ROSSIER SCHOOL OF EDUCATION**

Los Angeles, CA

*For a research project to examine the "transfer gap" at community colleges, especially transfer-eligible students who do not transfer, and to develop protocols for improving campus capacity to narrow the gap* 75,000

*Universal Education***ACADEMY FOR EDUCATIONAL DEVELOPMENT**

Washington, DC

*For general support of the**Basic Education Coalition* Collaboration with Population and Global Development



# ENVIRONMENT



## **TACKLING CLIMATE CHANGE**

2006 was a year of innovations and important progress to tackle climate change, the environmental challenge of our time. The Hewlett Foundation works closely with the Energy Foundation to make grants in this area.



Energy Foundation grant recipients helped seven Northeastern states create the first regional carbon emissions trading program for utilities, while other grantees assisted California in adopting laws that will reduce greenhouse gases to 1990 levels by 2020. Still others won a federal lawsuit that will require the U.S. Department of Energy to upgrade energy use standards for twenty-two household appliances.

In China, where blistering economic growth threatens similarly blistering environmental problems, other Hewlett and Energy Foundation grantees worked with the Chinese government to create agreements with the country's 1,000 largest businesses to cut energy use by 20 percent, reducing carbon dioxide emissions by 2,424 million tons by 2010.

## **KEEPING WESTERN ENERGY CLEAN**

The American West's population continues to grow, but that doesn't mean that the region must face a decline in air quality. Many Western energy and environmental groups working with the support of the Hewlett Foundation scored major victories for the West's air in 2006.



Demonstrating the convening power of foundations, the Hewlett Foundation brought together energy and environmental organizations from throughout the West to launch a successful campaign to convince the Western Governors' Association to approve resolutions on clean energy and climate change. The clean energy resolution adopted goals of a 20 percent improvement in energy efficiency by 2020, and 30,000 megawatts of new clean energy capacity by 2015.

Other coalitions we supported used grassroots campaigns to defeat the construction of coal-fired plants in Nevada and Idaho and convinced another company, Xcel Energy, to build a new-generation, clean coal plant in Colorado that also will capture some of the carbon dioxide it produces.

## ENVIRONMENT

*Answering the most significant environmental challenges of our time.*

The primary goals of the Environment Program are to save the great natural landscapes of the North American West; prevent global warming and pollution resulting from fossil fuels; and build stronger, more diverse constituencies for environmental protection in California.

Faced with the growing scale of environmental destruction worldwide, we continued to focus our grantmaking in 2006 on strategies designed to make a large-scale difference. These strategies are projected to save billions of barrels of oil, preserve millions of acres of wilderness, save hundreds of thousands of lives by reducing air pollution, eliminate tens of millions of tons of greenhouse gases that contribute to global warming, and preserve or restore hundreds of miles of rivers.

Such ambitious work calls for the committed, talented leadership found in the best conservation organizations. At times, it demands new coalitions, including coalitions of people who have not been natural allies or activists, but who are motivated to halt the environmental degradation of their community, their nation, or the planet.

Our grantees in the U.S. West have already seen this unity in areas threatened by development. For example, Trout Unlimited has helped bring to the fore the voices of hunters and anglers who argue that the remaining untrammeled national forests should remain roadless. The Greater Yellowstone Coalition has mobilized dozens of ranchers on such issues as coal bed methane, protection against all-terrain vehicles, and water rights.

Support for these unusual, but effective, coalitions is a key part of our \$32-million, four-year Climate Change Initiative, launched in 2006, which seeks comprehensive federal action to reduce greenhouse gas emissions.

**In 2006, the Environment Program made grants totaling \$62,128,305.**

## ENERGY

2006 marked increased public awareness of the disastrous impacts of heavy reliance on fossil fuels: greenhouse gas emissions, smog, acid rain, oil spills, and greater health, security, and economic risks. With committed political will, at modest cost, existing technology solutions can produce energy more efficiently and raise worldwide standards of living—with drastically reduced environmental harm. We focused grantmaking on:

***Encouraging cleaner, more efficient cars, trucks, and transportation systems.*** Our grantees made significant progress toward raising vehicle emissions standards and improving fuel efficiency in the U.S., Mexico, Brazil, and China.



***Building a clean energy system in the Western United States.*** To stop the construction of highly polluting conventional coal plants, the organizations we support promoted a wise alternative of energy-efficient technology, renewable energy, and “clean coal” options.

***Promoting a new, visionary, and bipartisan national energy policy.*** We bolstered scientific and political support for a U.S. energy policy, written by the National Commission on Energy Policy, that encourages clean technology and would significantly increase federal R&D funding for energy efficiency and renewable energy.

## **2006 Highlights**

In February 2006, we awarded a \$2.4 million grant to the International Council on Clean Transportation, a nonprofit forum for the world’s leading government officials and experts in transportation policy. The Council was launched in 2001 with the publication of the landmark Bellagio Memorandum on Motor Vehicle Policy, which set a clear, practical agenda, whereby international fuel providers and automakers can cut emissions of conventional pollutants by 99 percent, and cut greenhouse emissions in half, within ten to twenty years.

Since its founding, the Council has emerged as a respected technical authority and voice for progress toward cleaner vehicles and fuels. In summer 2006, the Council brought top regulators from the dozen most important car-producing and car-using nations together to share ideas and build consensus on key issues. The meeting produced policy recommendations on reducing pollution from heavy-duty vehicles, early strategies for heavy-duty vehicle fuel efficiency, and recommendations on other auto and marine transportation subjects.

Grantees working on domestic energy issues showed progress as well. Over the last three years, a well-coordinated network of organizations convinced state public utilities commissioners throughout the West to delay or cancel construction of conventional coal power plants and adopt cleaner options. This is a major environmental victory: such plants emit roughly twice as much carbon dioxide per kilowatt hour as those with natural gas turbines, and they will last fifty years or more. Arizona adopted a new energy efficiency standard that will save consumers \$640 million and reduce electricity demand considerably. Idaho issued a two-year moratorium on new coal plant construction. And California prohibited the purchase of any new coal-generated electricity from plants that produce higher carbon emissions than advanced gas turbines.

With our sponsorship, the National Commission on Energy Policy remains a key player in Washington, D.C. In 2006, the Commission received formal requests from both the Senate Energy Committee and the Senate Foreign Relations Committee for assistance in developing carbon policy and auto fuel economy policy, respectively. Commission staff worked very closely with policymakers and opinion leaders with respect to national energy and environmental policy.

## 2007 Goals

- ▶ Defend California’s greenhouse gas standards for automobiles
- ▶ Begin conversations in California, Canada, and Europe aimed at adopting heavy-duty truck fuel efficiency standards
- ▶ Develop plans for further bus rapid transit lines in Mexico, Brazil, and China
- ▶ Complete and publish a study of pollution in six Brazilian cities
- ▶ Improve tailpipe emission and fuel economy standards in Mexico and Brazil
- ▶ Support the Energy Foundation’s continued work in China toward stronger fuel economy standards for cars and trucks
- ▶ Continue to support work by the Bipartisan Policy Center and other grantees on cap-and-trade and fuel efficiency strategies
- ▶ Advance a Renewable Portfolio Standard in key Western states, especially Arizona, Colorado, and California

## NEW CONSTITUENCIES FOR THE ENVIRONMENT

California’s fast-growing communities in the Central Valley, the Inland Empire, and Los Angeles disproportionately suffer the effects of environmental damage. Our New Constituencies for the Environment initiative makes grants to strengthen environmental leadership to advocate for groups that have been historically underrepresented in environmental policymaking—particularly Latinos, African Americans, and Asians.

## 2006 Highlights

Moving goods throughout California causes over 2,400 premature deaths from pollution each year and costs over \$19 billion dollars in health impacts. Much of this pollution is generated from the ports of Los Angeles and Long Beach, which together constitute the fifth largest port in the world. (See the California Air Resources Board’s Emission Reduction Plan for Ports and Goods Movement.)

On November 20, 2006, the commissioners of the two ports unanimously approved a historic \$2 billion plan to reduce pollution by 45 percent by 2011. The Foundation’s grantees played a role in launching the cleanup plan and pressing for revisions that strengthened the agreement.

Los Angeles Mayor Antonio Villaraigosa has committed to enlarging the ports’ capacity while implementing measures to make Los Angeles the “greenest big city” in the United States. This political commitment to clean air needs to be matched by effective

implementation and funding, however. Foundation grantees are working closely with city leaders to find the technical, political, and financial resources needed to realize this plan and to dramatically improve air quality.

## 2007 Goals

- ▶ Gain additional partners for the initiative among medical, labor, and faith groups
- ▶ Help grantees implement strong pollution reduction measures in the ports of Los Angeles and Long Beach
- ▶ Work with air pollution policy decisionmakers in the San Joaquin Valley to ensure that they develop stronger, faster plans to clean the air in that region

## THE WEST

The rapidly growing North American West faces unprecedented pressures from developers and the coal, timber, oil, and gas industries. In 2006, we made grants in five areas:

***Protecting open spaces and wilderness.*** Our primary wilderness work this year, both in terms of funding and acres protected, focused on the Great Bear Rainforest and the Boreal forests of Canada.

***Ensuring adequate natural flows of water.*** In 2006, we supported efforts to ensure that the Federal Energy Regulatory Commission's dam relicensing proceedings contribute to the restoration of streams. We also backed the reform of laws to increase natural flows in headwaters states.

***Reducing the destruction caused by fossil fuel development.*** Our strategy to build environmental protection into the Western energy development boom helped save several beautiful areas from destruction this year and helped build new coalitions for broader protection.

***Supporting public finance for open space.*** Since 2002, we have funded analysis and public opinion research that has advanced public funding measures in eleven states, raising over \$10 billion to preserve private lands.

***Making the environmental movement more effective.*** Program grants in 2006 strengthened environmental groups in the West by helping them develop capacity and attract more diverse community support.

## 2006 Highlights

In June 2006, the Foundation made a two-year, \$6.5 million commitment to help preserve the Boreal Forest, the largest intact forest in the world. These funds will be

matched by at least \$18 million from the Pew Charitable Trusts and the Lundfest Foundation. Between 26 and 32 million acres are slated for protection in the Boreal.

With action by fishing groups and ranchers, and the savvy of a very strong team at Trout Unlimited, key water law reforms were advanced in 2006. Trout Unlimited won a major victory in the Montana Supreme Court that puts firm limits on groundwater development in the state. This significant new precedent for the West paves the way for statutory reform that will protect surface water flows from groundwater well depletions.

Hundreds of ranches and hundreds of thousands of acres of federal land across the West were destroyed in the past year by reckless fossil energy development. With Foundation funding, the Rocky Mountain Energy Campaign (RMEC) continues to mount an effective response: promoting responsible energy policy, preserving the West's remaining wild places, and protecting citizens and communities from unchecked energy development. In 2006, RMEC played a role in gaining protection for the Rocky Mountain Front in Montana and the Valle Vidal in New Mexico from drilling for oil and natural gas. Furthermore, its efforts to establish more rigorous air, water, and wildlife standards related to energy development have gathered momentum in Colorado, Montana, and Wyoming.

## 2007 Goals

- ▶ Support conservation management under the new agreement protecting the Great Bear Rainforest in British Columbia
- ▶ Pursue conservation and protected area status for lands within the Boreal forests
- ▶ Ensure protection of wilderness areas in Oregon, Washington, and California and introduce new wilderness proposals in Arizona and New Mexico
- ▶ Strengthen alliances between conservation organizations and grassroots groups, hunters, ranchers, and anglers
- ▶ Advance policies recommended in the Western Governors' Association's recently adopted Clean Energy Initiative
- ▶ Obtain favorable settlements, and implement those already achieved, in the Federal Energy Regulatory Commission's licensing of dams on Western rivers
- ▶ Increase both federal and regional funding for water conservation and the amount of water flow protected
- ▶ Conduct training, research, and outreach to build support for conservation finance measures in more Western states

## ENVIRONMENT

### Energy

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#### ASPEN GLOBAL CHANGE INSTITUTE

Aspen, CO

*For general support*

\$200,000

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#### ASPEN INSTITUTE

Washington, DC

*For the Congressional Program, a nonpartisan education initiative that provides policymakers with a deeper understanding of, and background on, public policy issues (Collaboration with Special Projects and Global Development)*

150,000

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#### BIPARTISAN POLICY CENTER

Washington, DC

*For general support*

2,000,000

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#### BREAKTHROUGH TECHNOLOGIES INSTITUTE

Washington, DC

*For the Clean Air Initiative for Latin American Cities project*

185,000

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#### CENTER FOR CLEAN AIR POLICY

Washington, DC

*For organizing and hosting a series of meetings for developing countries during the IPCC conference in Nairobi, Kenya*

15,000

*For an analysis of the potential carbon emission savings of certain industrial sectors in Mexico*

200,000

*For conducting an analysis of the potential carbon emission savings of certain industrial sectors in Mexico*

110,000

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#### CENTRO DE TRANSPORTE SUSTENTABLE DE MEXICO

Mexico City, Mexico

*For general support*

1,200,000

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#### CENTRO INTERDISCIPLINARIO DE BIODIVERSIDAD Y AMBIENTE

Mexico City, Mexico

*For design and implementation of an integrated bus rapid transit corridor in Mexico City*

360,000

**CENTRO MEXICANO DE DERECHO AMBIENTAL**

Mexico City, Mexico

*For Centro Mexicano de Derecho Ambiental's Air and Energy Program* 500,000**COLECTIVO ECOLOGISTA JALISCO**

Zapopan, Mexico

*For promoting sustainable transportation in Guadalajara, Jalisco, Mexico* 65,000**ENERGY FOUNDATION**

San Francisco, CA

*For general support* 2,000,000*For support of the Energy Foundation's U.S. Transportation program* 1,500,000*For support of the Energy Foundation's Western Power Campaign* 1,500,000*For support of the Energy Foundation's China Sustainable Energy Transportation program* 2,000,000*For support of the Energy Foundation's grantmaking in buildings, transportation, power, and U.S. climate work* 2,000,000*For the China Sustainable Energy Program's environmental system reform work in China and international workshop on fuel tax administration* 350,000*For general support of the China Sustainable Transportation Center* 1,000,000**ENVIRONMENTAL DEFENSE**

Oakland, CA

*For modeling different transportation development scenarios for Mexico City* 100,000**ENVIRONMENTAL LAW AND POLICY CENTER**

Chicago, IL

*For support of a strategic assessment of a Great Plains expansion program*

Collaboration with Philanthropy

*For support of the Environmental Law and Policy Center's expansion in the Great Plains* 600,000**FUNDAÇÃO DE APOIO À UNIVERSIDADE DE SÃO PAULO**

São Paulo, Brazil

*For an in-depth study of the contribution of vehicle emissions to urban air pollution and its public health costs* 600,000**GLOBAL ENVIRONMENT AND TECHNOLOGY FOUNDATION**

Arlington, VA

*For general support of the Center for Energy and Climate Solutions* 100,000

<b>GLOBAL ENVIRONMENTAL INSTITUTE</b> Beijing, People's Republic of China <i>For the development of the Innovation Center for Energy and Transportation</i>	220,000
<b>GOVERNORS' ETHANOL COALITION</b> Lincoln, NE <i>For implementation of the Ethanol from Biomass governors' recommendations</i>	200,000
<b>HARVARD UNIVERSITY</b> Cambridge, MA <i>For the Energy Technology Innovation Project</i>	600,000
<b>HYPERCAR</b> Glenwood Springs, CO <i>For development and production of low-cost, advanced carbon-composite structures for the auto Industry</i>	250,005
<b>INSTITUTE FOR TECHNOLOGICAL RESEARCH</b> São Paulo, Brazil <i>For measuring emissions from São Paulo transit buses using a variety of pollution control and advanced vehicle technologies</i>	70,000
<b>INSTITUTO NACIONAL DE EFICIÊNCIA ENERGÉTICA</b> Rio de Janeiro, Brazil <i>For the VE 2006 4th Brazilian Electric Vehicle Seminar and Exhibit Plan</i>	20,000
<b>INTERACADEMY COUNCIL</b> Amsterdam, The Netherlands <i>For publicity for the Transitions to Sustainable Energy Systems study</i>	50,000
<b>INTERNATIONAL SUSTAINABLE SYSTEMS RESEARCH CENTER</b> Diamond Bar, CA <i>For measuring emissions from São Paulo transit buses using a variety of pollution control and advanced vehicle technologies</i>	70,000
<b>LAWRENCE BERKELEY NATIONAL LAB</b> Berkeley, CA <i>For studies examining how safety and fuel economy can be simultaneously improved in the U.S. auto fleet</i>	200,000

<b>MARIO MOLINA CENTER FOR STRATEGIC STUDIES OF ENERGY AND THE ENVIRONMENT</b>	
Mexico City, Mexico	
<i>For general support</i>	1,500,000
<b>NATURAL RESOURCES DEFENSE COUNCIL</b>	
San Francisco, CA	
<i>For the partnership between the Natural Resources Defense Council and the Silicon Valley Leadership Group to strengthen energy efficiency policy</i>	220,000
<i>For legal defense of California's clean car standards and related initiatives</i>	400,000
<i>For general support of the Natural Resources Defense Council's Clean Vehicles and Fuels Project</i>	600,000
<b>NORTHEAST STATES CENTER FOR A CLEAN AIR FUTURE</b>	
Boston, MA	
<i>For support of North American climate change initiatives</i>	30,000
<i>For the Northeast States Center for a Clean Air Future's Canadian Strategic Greenhouse Gas projects</i>	415,000
<b>NORTHWEST ENERGY COALITION</b>	
Seattle, WA	
<i>For general support of the Citizens' Energy Plan and Campaign</i>	300,000
<b>O ECO PRODUÇÕES CULTURAIS</b>	
Rio de Janeiro, Brazil	
<i>For a public opinion survey and communication strategy to promote clean air in Brazil</i>	200,000
<b>ORGANISATION FOR ECONOMIC COOPERATION AND DEVELOPMENT</b>	
Paris, France	
<i>For support of the Round Table on Sustainable Development's meeting on energy R&amp;D priorities</i>	24,000
<b>PEMBINA FOUNDATION FOR ENVIRONMENTAL RESEARCH AND EDUCATION</b>	
Drayton Valley, Canada	
<i>For the Pembina Institute's Canadian energy development project</i>	600,000
<b>RENEWABLE NORTHWEST PROJECT</b>	
Portland, OR	
<i>For general support</i>	300,000



<b>ROCKY MOUNTAIN INSTITUTE</b> Snowmass, CO <i>For general support of the Energy Program</i>	750,000
<b>SAVE OUR WILD SALMON COALITION</b> Seattle, WA <i>For general support of the Columbia and Snake Rivers Recovery Campaign</i>	300,000
<b>SOUTHWEST ENERGY EFFICIENCY PROJECT</b> Boulder, CO <i>For the Arizona Energy Plan</i>	330,000
<b>TIDES CENTER</b> Washington, DC <i>For support of the California Public Utilities Commission Communications Fellow</i>	164,000
<b>TRANSPORTATION AND LAND USE COALITION</b> Oakland, CA <i>For development of an updated and more effective communications strategy</i>	Collaboration with Philanthropy
<b>UNIVERSITY OF CALIFORNIA AT BERKELEY, CALIFORNIA ENERGY COMMISSION</b> Berkeley, CA <i>For a symposium to honor Art Rosenfeld's contributions to energy efficiency</i>	15,000
<b>UNIVERSITY OF CALIFORNIA AT BERKELEY, ENERGY AND RESOURCES GROUP</b> Berkeley, CA <i>For the China-U.S. Climate Change Forum</i>	25,000
<b>WORLD RESOURCES INSTITUTE</b> Washington, DC <i>For support of Embarq's annual conference on clean fuels and vehicles</i>	20,000
<b>YALE UNIVERSITY, SCHOOL OF FORESTRY AND ENVIRONMENTAL STUDIES</b> New Haven, CT <i>For the Bringing Buildings to Life symposium</i>	45,000

### *Canadian Wilderness Initiative*

#### **FORESTETHICS**

San Francisco, CA

*For ForestEthics' British Columbia Coast Program* 350,000

#### **PEW CHARITABLE TRUSTS**

Philadelphia, PA

*For general support of the Western Boreal Forest Public Land Conservation and Responsible Energy Development Program* 6,500,000

#### **TIDES FOUNDATION**

San Francisco, CA

*For the Rainforest Solutions Project* 350,000

*For the Rainforest Solutions Project* 300,000

*For the Northern Salmon Rivers Fund* 300,000

### *Climate Change Initiative*

#### **BIPARTISAN POLICY CENTER**

Washington, DC

*For the Labor Outreach (II) project* 33,000

*For projects related to federal climate change policy* 2,000,000

*For the 21st Century Agriculture Policy Project* 100,000

*For Phase II of the Conservative Outreach Program* 150,000

#### **CAMBRIDGE IN AMERICA**

New York, NY

*For the Prince of Wales's Business and the Environment Programme to support the involvement of public pension fund managers at its seminars* 75,000

#### **CENTER FOR GLOBAL ENVIRONMENTAL EDUCATION AND COORDINATION**

McLean, VA

*For research on non-Kyoto greenhouse gas pollutants* 27,000

#### **CIRCUMPOLAR CONSERVATION UNION**

Washington, DC

*For general support* 200,000

#### **CLEAN AIR-COOL PLANET**

Portsmouth, NH

*For the New England Global Warming Education Project* 150,000

**CNA CORPORATION**

Alexandria, VA

*For the Climate Security Project*

150,000

**COMMUNITY RIGHTS COUNSEL**

Washington, DC

*For the Global Warming and the Courts project*

100,000

**INSTITUTE FOR THE ANALYSIS OF GLOBAL SECURITY**

Potomac, MD

*For support of the Set America Free Coalition's work to reduce U.S. oil use*

120,000

**NATIONAL ASSOCIATION OF ENVIRONMENTAL LAW SOCIETIES**

Ann Arbor, MI

*For general support (Collaboration with Special Projects)*

100,000

**NATIONAL RELIGIOUS PARTNERSHIP FOR THE ENVIRONMENT**

Amherst, MA

*For support of the National Religious Partnership for the Environment's Evangelical Climate Initiative*

475,000

**NATURAL RESOURCES DEFENSE COUNCIL**

San Francisco, CA

*For support of the California global warming campaign*

150,000

*For support of the Set America Free Coalition's work to**reduce U.S. oil use*

129,000

**NORTHEAST STATES CENTER FOR A CLEAN AIR FUTURE**

Boston, MA

*For a multi-state collaboration to develop a unified greenhouse gases reporting program*

130,000

**OCEAN FOUNDATION**

Washington, DC

*For the Alaska Conservation Solutions' Feeling the Heat project*

100,000

**PEW CHARITABLE TRUSTS**

Philadelphia, PA

*For building public support for mandatory limits on greenhouse gas emissions in the United States*

2,500,000

**RESOURCES FOR THE FUTURE**

Washington, DC

*For the U.S. Climate Policy Forum*

250,000

**SECURING AMERICA'S FUTURE ENERGY FOUNDATION**

Washington, DC

*For helping business leaders become a compelling voice for government action to reduce U.S. oil dependence and the vulnerability of U.S. businesses to high and volatile oil prices*

200,000

**UTAH DEPARTMENT OF ENVIRONMENTAL QUALITY, DIVISION OF AIR QUALITY**

Salt Lake City, UT

*For the Utah Greenhouse Gas Policy Initiative*

170,000

**WILDLIFE MANAGEMENT INSTITUTE**

Washington, DC

*For support of the Sportsmen Advisory Group on Climate Change*

485,000

**WORLD RESOURCES INSTITUTE, CLIMATE, ENERGY AND POLLUTION PROGRAM**

Washington, DC

*For creating a protocol for a national greenhouse gas registry*

120,000

**YALE UNIVERSITY, SCHOOL OF FORESTRY AND ENVIRONMENTAL STUDIES**

New Haven, CT

*For The Yale Project on Climate Change*

25,000

*The West***ARIZONA SUPREME COURT**

Phoenix, AZ

*For the Dividing the Waters project*

330,000

**ARTS OF PEACE**

Arcata, CA

*For the Western States Environment Media Campaign*

200,000

**CENTER ON RACE, POVERTY AND THE ENVIRONMENT**

San Francisco, CA

*For communications strategic planning for the Central Valley Air Quality Coalition*

Collaboration with Philanthropy

**COMMUNITIES FOR A BETTER ENVIRONMENT**

Huntington Park, CA

*For the Community Health and Clean Energy Project* 30,000**CONSULTATIVE GROUP ON BIOLOGICAL DIVERSITY**

San Francisco, CA

*For general support* 90,000**DEFENDERS OF WILDLIFE**

Washington, DC

*For work to maintain the moratorium on offshore drilling on the Outer Continental Shelf* 200,000**EARTHJUSTICE**

Oakland, CA

*For strategic planning* 100,000**ENERGY FOUNDATION**

San Francisco, CA

*For the Western Clean Energy Campaign* 280,000**ENVIRONMENTAL WORKING GROUP**

Washington, DC

*For updating and maintaining a comprehensive computer database from government sources to educate the public and decisionmakers about fossil fuel development on public lands in the Rocky Mountain Region* 200,000**GRAND CANYON TRUST**

Flagstaff, AZ

*For general support* 750,000**GREATER YELLOWSTONE COALITION**

Bozeman, MT

*For general support* 750,000**HIGH COUNTRY NEWS**

Paonia, CO

*For strategic planning to increase diversity* Collaboration with Philanthropy**IDAHO CONSERVATION LEAGUE**

Boise, ID

*For North Idaho Focus Groups and the Boulder-White Clouds and Owyhee Initiative* 40,000

**INDIAN DISPUTE RESOLUTION SERVICES**

Sacramento, CA

*For assisting American Indian tribes to obtain contracts to protect and restore federal forests and public rangeland*

300,000

**MBA-NONPROFIT CONNECTION**

Palo Alto, CA

*For general support of the summer MBA Job Fellowship Program*

100,000

**NATIONAL FISH AND WILDLIFE FOUNDATION**

Washington, DC

*For the National Fish and Wildlife Foundation and Instream Flow Council to improve the effectiveness of instream flow programs in protecting and restoring aquatic ecosystems*

90,000

**NATIONAL PARKS AND CONSERVATION ASSOCIATION**

Washington, DC

*For the Central Valley Campaign*

300,000

**NATIONAL WILDLIFE FEDERATION**

Washington, DC

*For general support of the Public Lands Program*

1,200,000

**NATURAL RESOURCES DEFENSE COUNCIL**

San Francisco, CA

*For general support of the Natural Resources Defense Council's energy, land, and water programs*

1,425,000

*For the Western Water Project in California*

200,000

**NATURE CONSERVANCY**

Arlington, VA

*For general support of the Building a Conservation Ethic in the Western United States program*

250,000

*For general support of the California program*

1,000,000

**PACIFIC INSTITUTE FOR STUDIES IN DEVELOPMENT, ENVIRONMENT AND SECURITY**

Oakland, CA

*For general support of the Pacific Institute's Water and Sustainability Program Plan*

300,000

**PENINSULA COMMUNITY FOUNDATION**

San Mateo, CA

*For the Center for Venture Philanthropy's support and capacity building for fifteen environmental programs in low-income communities in San Mateo County*

Collaboration with Regional Grants

**PUBLIC COUNSEL OF THE ROCKIES**

Aspen, CO

*For a project to ensure that coal-bed methane development is managed with sound environmental controls*

300,000

**RESOURCE MEDIA**

San Francisco, CA

*For organizational capacity-building projects*

Collaboration with Philanthropy

**SOCIETY FOR CONSERVATION BIOLOGY**

Arlington, VA

*For establishing a new position focused on North American conservation science policy*

75,000

**SOUTHWEST VOTER REGISTRATION EDUCATION PROJECT**

Los Angeles, CA

*For increasing voter participation in underserved communities in California*

Collaboration with Special Projects

**THEODORE ROOSEVELT CONSERVATION PARTNERSHIP**

Washington, DC

*For support of a campaign on federal energy development*

150,000

**TIDES FOUNDATION**

San Francisco, CA

*For support of the Tongass National Forest Project*

200,000

**TRANSPORTATION AND LAND USE COALITION**

Oakland, CA

*For general support*

Collaboration with Regional Grants

**TROUT UNLIMITED**

Arlington, VA

*For a campaign to educate sportsmen about the value of conserving California's backcountry areas*

1,200,000

*For general support of Trout Unlimited's Western Water Project*

2,000,000

*For general support of the Public Lands Initiative Program*

2,000,000

**TRUST FOR PUBLIC LAND**

San Francisco, CA

*For general support of the Conservation Finance Program* 1,250,000**UNIVERSITY OF COLORADO AT BOULDER**

Boulder, CO

*For general support of the Natural Resources Law Center program* 250,000**WESTERN CONSERVATION FOUNDATION**

Denver, CO

*For general support* 1,720,000**WESTERN LANDS PROJECT**

Seattle, WA

*For federal land exchange and land sale monitoring work* 60,000**WESTERN RESOURCE ADVOCATES**

Boulder, CO

*For general support of the Western Resource Advocates' Rocky Mountain Energy Campaign* 900,000*For general support* 1,325,000*For support of a coalition of groups working to promote clean energy policies within utilities in the West* 720,000**WILD SALMON CENTER**

Portland, OR

*For program development of the North American**Salmon Stronghold Partnership*

Collaboration with Philanthropy

**New Constituencies for the Environment****AMERICAN BAR ASSOCIATION, SECTION OF ENVIRONMENT, ENERGY AND RESOURCES**

Chicago, IL

*For general support of the Minority Fellowships of the Environmental Law Program* 30,000**CATHOLIC CHARITIES, DIOCESE OF STOCKTON**

Stockton, CA

*For the Environmental Justice Project* 50,000**CENTER FOR COMMUNITY ACTION AND ENVIRONMENTAL JUSTICE**

Riverside, CA

*For general support of the Healthy Communities Campaign Program* 75,000



<b>CENTER ON RACE, POVERTY AND THE ENVIRONMENT</b> San Francisco, CA <i>For general support of the Air Quality Program</i>	150,000
<b>COALITION FOR CLEAN AIR</b> Los Angeles, CA <i>For enlisting a communications consultant to conduct media outreach for the Achieving Clean Air in the San Joaquin Valley report</i>	47,200
<b>COALITION FOR A SAFE ENVIRONMENT</b> Wilmington, CA <i>For general support</i>	45,000
<b>COMMUNITY PARTNERS</b> Los Angeles, CA <i>For strategic planning for Consejo de Federaciones Mexicanas en Norte America</i>	12,100
<b>ENVIRONMENTAL DEFENSE</b> Oakland, CA <i>For work on the California Clean Air for Life Campaign in the San Joaquin Valley</i>	50,000
<b>FRESNO-MADERA MEDICAL SOCIETY</b> Fresno, CA <i>For increasing the advocacy of physicians on air pollution issues in the Central Valley</i>	75,000
<b>INTERNATIONAL CENTER FOR JOURNALISTS</b> Washington, DC <i>For the International Center for Journalists to conduct a workshop on air pollution for ethnic media journalists in California</i>	60,000
<b>LABOR/COMMUNITY STRATEGY CENTER</b> Los Angeles, CA <i>For the Clean Air, Clean Lungs, Clean Buses Campaign</i>	100,000
<b>LATINO ISSUES FORUM</b> San Francisco, CA <i>For general support of the Sustainable Development Program For facilitation of a strategic planning process</i>	100,000
<b>Collaboration with Education, Population, and Philanthropy</b>	

**LIBERTY HILL FOUNDATION**

Santa Monica, CA

*For general support of the Liberty Hill Foundation's Environmental Justice Fund and Technical Assistance Program*

70,000

**PACIFIC NEWS SERVICE/NEW AMERICA MEDIA**

San Francisco, CA

*For the Clean Air Journalism Fellowships in California*

32,000

**PACOIMA BEAUTIFUL**

Pacoima, CA

*For reduction of auto emissions from older vehicles*

50,000

**PHYSICIANS FOR SOCIAL RESPONSIBILITY - LOS ANGELES CHAPTER**

Los Angeles, CA

*For support of air quality and health projects*

60,000

**POLICYLINK**

Oakland, CA

*For general support for the Community Strategies to Improve Health Program*

70,000

**RADIO BILINGUE**

Fresno, CA

*For a planning effort that combines organization-wide strategic planning with exploration of new technology delivery platforms*

Collaboration with Philanthropy

*For general support of the Environmental Affairs Desk program*

45,000

**RESOURCE MEDIA**

San Francisco, CA

*For a statewide, multilingual poll on transportation and oil use issues in key California districts*

25,000

**ROSE FOUNDATION FOR COMMUNITIES AND THE ENVIRONMENT**

Oakland, CA

*For support of nine Bay Area groups working to alleviate environmental degradation and resulting negative public health impacts suffered by low-income communities*

Collaboration with Regional Grants

**SAN FRANCISCO FOUNDATION**

San Francisco, CA

*For support of the Bay Area Livable Communities Initiative to engage low-income residents in land-use planning and to encourage responsible development practices (Collaboration with Regional Grants)*

100,000

**SOCIAL AND ENVIRONMENTAL ENTREPRENEURS**

Malibu, CA

*For East Yard Communities for Environmental Justice outreach to Port of Los Angeles diesel truck drivers concerned about air pollution*

*For the East Yard Communities for Environmental Justice project*

50,000

45,000

**TIDES CENTER**

Washington, DC

*For the California Environmental Protection Agency Executive Fellowship*

100,000

**WILLIAM C. VELASQUEZ INSTITUTE**

San Antonio, TX

*For the National Latino Congress Conference in Los Angeles in September 2006*

10,000

# GLOBAL DEVELOPMENT



## SHINING LIGHT ON THE SALE OF NATURAL RESOURCES

For some nations, the sale of natural resources is the key to economic development, education, and social welfare. But too often the potential of this bounty is lost through corruption and a lack of accountability. The Revenue Watch Institute seeks to solve this problem with a generous application of sunshine.



In April 2006, for example, the Institute's organization in Iraq, Iraq Revenue Watch, convened the country's leading petroleum experts, economists, and policymakers to identify changes needed in Iraq's new constitution to assure that oil revenues there are soundly tracked and invested.

Started as a program of the Open Society Institute and spun off to be a free-standing organization in May 2006, the Revenue Watch Institute is now expanding its activities from the former Soviet republics, Mexico, and Iraq to resource-rich nations in Africa and elsewhere with Hewlett support. As part of our continuing support for this work, in 2006 the Hewlett Foundation granted \$1.5 million to the Institute to help it make the transition to an independent entity and extend its reach.

## HELPING FARMERS IN THE DEVELOPING WORLD COMPETE

Too often, the farm subsidies of wealthy nations exclude farmers in the developing world from competing in those markets. To help make citizens and policymakers aware of these agricultural subsidy practices, the Hewlett Foundation in 2006 funded EU Transparency, which runs the Web site Farmsubsidy.org.



Working with journalists, researchers, and advocates in more than a dozen European countries, Farmsubsidy.org uses the European Union's various freedom of information laws to request data on farm subsidies and then posts them on the Web site.

Publicity about the data has helped raise awareness of flaws in E.U. agricultural policy, leading to a prestigious "European of the Year" award for Farmsubsidy.org cofounder Nils Mulvad in late 2006. This recognition from the *European Voice*, one of Europe's leading weekly newspapers, cited Nils's work in "a persistent campaign . . . to disclose details on who gets what from the E.U.'s Common Agricultural Policy."

## GLOBAL DEVELOPMENT

*Promoting equitable growth in the developing world.*

Persistent poverty, poor education and health care, and crumbling infrastructures take a terrible toll on the residents of developing countries. Yet efforts to assist often fall short of goals, blocked by the counterproductive and inequitable policies of both developing and donor nations. The Global Development Program, which was created in 2005, has made strategic grants to eliminate barriers to equitable growth that originate in poor countries as well as in the policies of rich countries.

The Program's three overarching goals are to assure that public and private development funds are used more effectively and transparently; to help the world's poorest farmers gain a larger market share; and to extend quality education to children in developing countries. These demand long-term commitment to reform both within and outside developing countries.

2006 saw important developments on all these fronts. Our grantees in Mexico played a crucial role in making information about government expenditures publicly available—helping to implement “sunshine” laws and increasing poor citizens' ability to get information about public services such as anti-poverty programs and health care. The new laws and access, in turn, led to an increase in requests for information that drive further reform.

To help struggling farmers in developing countries, the Program backed reforms to eliminate trade barriers and agricultural subsidies in industrialized countries and to improve domestic conditions within developing countries that support poor farmers' access to markets. And in December 2006, we launched a large-scale, multiyear partnership with the Bill & Melinda Gates Foundation to improve learning outcomes in primary and secondary education in sub-Saharan Africa and South Asia.

**In 2006, the Global Development Program made grants totaling \$36,307,021.**

## AID EFFECTIVENESS

Flaws in the policies and practices of donor nations undermine the effectiveness of aid to developing countries. In many of the poorest countries, aid supports a significant portion of government expenditures on the poor; therefore, aid reform can be an important strategy to improve the lives of the poor. In 2006, the Program's grantmaking regarding aid effectiveness focused on three related areas:

***Reforming U.S. policies on delivering bilateral aid.*** The current U.S. system for delivering development assistance is both ineffective and inefficient. The Program

funded independent policy analyses to make an urgent case for reform and engaged the development community in advocating for change.

**Supporting impact evaluations.** Despite decades of development funding, donors and developing countries still know too little about which programs work. As a result, billions are spent on programs that are ineffective at best. The Foundation has been working to increase the number and quality of impact evaluations to close this knowledge gap.

**Monitoring aid flows.** We began exploring ways to increase the ability of recipient governments and non-governmental organizations to track donor money and its use. The Program plans to make grants in this area in 2007.

## 2006 Highlights

In 2006, with our support, The Brookings Institution and the Center for Strategic and International Studies released recommendations by a taskforce of the country's preeminent development and foreign policy experts calling for comprehensive reform of U.S. foreign assistance. This report, titled *Security by Other Means*, can serve as a broad road map for aid reform.

With support from the Hewlett Foundation and the Gates Foundation, the Center for Global Development released a report entitled "When Will We Ever Learn? Improving Lives through Impact Evaluation" on the "evaluation gap" in development funding. Based upon the recommendations in the report, a "leading-edge" group of developing countries, official donor agencies, NGOs, and the Gates and Hewlett foundations came together to develop an international solution to the "evaluation gap."

## 2007 Goals

- ▶ Support an aid reform agenda among influential development advocacy organizations
- ▶ Work with other donors to develop an implementation plan for an aid-tracking system

## IN-COUNTRY AND DIASPORA PHILANTHROPY

In 2006, Mexico continued to be a focus of the Program's support of indigenous philanthropy. Our goal is to increase the flow of funds to nonprofit organizations from Mexican philanthropies and from Mexican individuals, whether residing in the country or elsewhere. At the heart of this effort is our conviction that private philanthropy and organized civil society are critical factors for development in Latin America. To this end, our grantmaking encouraged fiscal and legal reforms designed to stimulate Mexican philanthropy:

***Removing the arbitrary cap on nonprofits' administrative expenses.***

***Lifting restrictions on tax deductibility for non-governmental organizations that are not charities.***

***Easing burdensome compliance procedures,*** such as annual applications to renew tax status.

## **2006 Highlights**

Thanks to the efforts of our Mexican grantees, 2006 tax reform legislation in Mexico included provisions to make human rights organizations (including budget monitoring groups) eligible for tax deductibility. This change marks a significant advance for the nonprofit community.

In May 2006, the Tijuana Community Foundation won an unprecedented two-year legal battle allowing it to expand its grantmaking activities to a broader range of organizations. Although it had received Hewlett Foundation funding several years ago to support environmental organizations working on the U.S.–Mexico border, the Community Foundation learned that it was restricted from making grants to many of these groups. With its court victory, the Community Foundation now has permission from taxing authorities to make these grants.

## **2007 Goals for Mexico**

- ▶ Support grantees working to improve the effectiveness of non-governmental organizations and stimulate in-country donations
- ▶ Strengthen specialized service providers for nonprofits
- ▶ Analyze public funding available for non-governmental organizations, and develop policies to help provide public funding for organizations that promise equal access and transparent application procedures

## **MEDIA AND RESEARCH**

According to The Project for Excellence in Journalism, while there are now more media outlets, they cover fewer stories, limiting Americans' awareness of complex global development issues. The Global Development Program works to raise the importance of global concerns in the eyes of both policymakers and the public at large. In 2006, our media strategy focused on three areas:

***Providing training to national and regional reporters, editors, and citizen journalists such as bloggers.*** We supported opportunities for in-depth overseas reporting for an array of media outlets; collaboration among international journalists; and opportunities for senior editors to explore development issues firsthand.



***Producing real-time information resources for journalists.*** With backing from Hewlett and several other foundations, the International Media Development Fund proved highly successful in producing quality programming with an international perspective for U.S. television.

***Seeding programming and story ideas.*** Fortune 500 companies, the White House, congressional committees, government agencies, universities, news outlets, and nonprofits all used Foundation-supported programming for education and advocacy purposes

## **Strengthening the Knowledge Base for Development**

The Foundation also approved a major new initiative to support research centers and think tanks in the developing world and elsewhere that focus on global development challenges.

### **2006 Highlights**

Since the project's launch eighteen months ago, the International Media Development Fund has helped develop, fund, or distribute some three dozen high-quality television programs from independent producers. Starting this year, the group will fund twenty-five to thirty international films annually. This will significantly increase international offerings on U.S. television.

One of the project's first documentaries, "Pickles, Inc.," portrayed a group of widows' unconventional startup business in the Arab Israeli village of Tamra. The broadcast received substantial press and radio coverage, and garnered over 1.3 million viewers.

A 2006 grant to Johns Hopkins University's School of Advanced International Studies renewed support for its International Reporting Project, which gives U.S. journalists across a wide array of media outlets both academic training in international topics and in-depth reporting opportunities overseas. The Project's two-week "Gatekeeper" trips provide senior editors with an opportunity to explore international issues firsthand, thereby educating these key decisionmakers rather than individual reporters. Results have demonstrated an increase in the news space devoted to international coverage at participating outlets and a significant improvement of the depth of that coverage. The Project has formed a working relationship with many top national news organizations, and editors are regularly applying to take part in the trips. Moving forward, the Project intends to upgrade and expand its Gatekeeper program, organizing two trips per year instead of one.

### **2007 Goals**

- ▶ Explore opportunities for using "new media" outlets to advance our three-pronged media strategy

- ▶ Support real-time information resources for journalists to help them better cover international news

## QUALITY EDUCATION IN DEVELOPING COUNTRIES

In December 2006, the Bill & Melinda Gates Foundation and the Hewlett Foundation announced a collaborative commitment of at least \$60 million over three years to improve the quality of education at the primary and secondary school levels in the developing world.

Access to education has been a priority in international development for decades. Since 1990, the World Bank alone has spent more than \$12 billion in support of primary education in the developing world, and during the past decade its efforts have increased enrollment levels in twelve countries by an average of 19 percent. However, higher student enrollment has led to a growing recognition that more attention must be paid to the quality of education. The Gates-Hewlett partnership marks a major step forward, building on international efforts to make a quality primary school education available to children everywhere.

### 2007-2010 Goals

The Gates-Hewlett partnership will focus on improving learning outcomes mostly in sub-Saharan Africa and South Asia—regions with the lowest levels of student achievement in the world. We will fund large-scale demonstration projects, coupled with evaluation, to develop techniques to improve the quality of education in these regions, and will disseminate the lessons learned. The grants will focus on ensuring that students in developing countries not only attend school but also master the skills necessary for work opportunities, advanced learning, and full civic participation.

## TRADE AND AGRICULTURAL POLICY

While aid to underdeveloped countries is imperative, international trade has a far greater potential to permanently improve the lives of the world's poor. Thus, a key goal of the Global Development Program is to eliminate policy barriers that restrict trade opportunities for agricultural producers in developing countries. Our grantmaking in 2006 focused on:

***Reforming trade policies that are weighted against developing countries.*** If rich countries fully opened their markets to all agricultural products from developing countries, the value to those countries would be almost double that of all current development assistance. To this end, the Program advanced agricultural trade policy reform, especially the Doha Round of multilateral negotiations at the World Trade Organization.

***Reforming rich countries' farm policies.*** The Foundation also funded initiatives to eliminate the trade-distorting effects of U.S. farm and food aid policies, the European Union's Common Agricultural Policy, and Japanese and Korean protectionism.

## **2006 Highlights**

At the Doha Round, Hewlett grantees the German Marshall Fund, the International Food Policy Research Institute, and the International Food & Agricultural Trade Policy Council contributed specific recommendations that were adopted by World Trade Organization negotiators: duty- and quota-free access, tiered cuts in subsidies and tariffs, and caps on trade-distorting subsidies. The German Marshall Fund and the International Centre for Trade and Sustainable Development also led the debate on "aid for trade," generating recommendations that were incorporated in the official task force report on that subject. While negotiations continue, it is still unclear what the outcome will be.

In 2006, we built a broad coalition for U.S. agricultural policy reform: international development groups such as Bread for the World Institute and Oxfam; environmental groups such as Environmental Defense and the Environmental Working Group; and taxpayer and budget organizations such as Taxpayers for Common Sense, Citizens Against Government Waste, and the Cato Institute. As convener, the Foundation successfully brought these grantees together to start developing common communications and policy research strategies.

## **2007 Goals**

- ▶ Invest in U.S. agricultural reform organizations
- ▶ Develop concrete alternatives to current U.S. farm and food aid policies
- ▶ Support grantees in key European countries in their work to build a case for agricultural policy reforms in the European Union
- ▶ Expand U.S. and E.U. trade preference programs for the poorest countries
- ▶ Support efforts to restart and reach a deal favorable to developing countries in the Doha Round of multilateral trade negotiations
- ▶ Support reforms of developing countries' trade and agricultural policies
- ▶ Fund independent policy research institutes within developing countries

## **TRANSPARENCY AND ACCOUNTABILITY**

Research shows that public oversight of government budgets promotes good governance. In 2006, the Foundation emerged as a vanguard supporter of efforts to increase transparency and accountability in developing countries by:

***Strengthening budget analysis and expenditure tracking.*** In developing countries, Foundation grantees helped civil society advocates access government budget information, acquire the skills to analyze it, and build coalitions to improve development-related services for the poor.

***Expanding the use of Mexico's freedom of information laws and regulations.*** With our support, organizations in Mexico successfully increased the number of requests and appeals for basic budget information at the state and federal levels.

***Reducing corruption in extractive industries.*** Due in part to the absence of citizen oversight, corruption and mismanagement of public finances are rampant in resource-rich developing countries. Working with the Open Society Institute and the Norwegian government, we launched initiatives to make states that depend on oil and mineral revenues more open, responsive, and accountable to their citizens.

## 2006 Highlights

In 2006, the Foundation supported the creation of the Transparency and Accountability Project, which will establish best practices for budget analysis and expenditure tracking in developing countries. We have also provided general operating support to the International Budget Project, which works with in-country organizations to collect and analyze data on budget transparency and will support promising groups doing innovative budget work worldwide.

Fundar, a key grantee in Mexico, made over 200 freedom of information requests to government agencies to track and analyze federal HIV/AIDS spending in that country. Based on this data, the organization developed an advocacy strategy to boost HIV/AIDS allocations in the 2006 budget. Fundar's work resulted in a 20 percent increase in those funds and a tenfold increase in public funding for HIV/AIDS prevention.

Backed by the Foundation, the Revenue Watch Institute began work to encourage developing countries to adopt and implement the provisions of the Extractive Industries Transparency Initiative. The Research Watch Institute also provided technical assistance to governments of resource-rich countries and trained activists and journalists in techniques for monitoring the extractive sector.

## 2007 Goals

- ▶ Train and mentor emerging budget groups worldwide through the International Budget Project
- ▶ Increase the quality and quantity of Mexico's state-level freedom of information laws
- ▶ Expand the use of, and compliance with, Mexico's federal Freedom of Information Act
- ▶ Strengthen the International Center for Transparency and Accountability Studies

- ▶ Initiate research partnerships and draft an analytical framework for the Transparency and Accountability Project's global report
- ▶ Expand the work of the Research Watch Institute into new countries, particularly sub-Saharan Africa



## GLOBAL DEVELOPMENT

### *Aid Effectiveness*

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#### **BOSTON REVIEW**

Somerville, MA

*For costs related to a special issue of Boston Review on foreign aid*

Collaboration with Special Projects

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#### **CARE**

Atlanta, GA

*For an integrated programmatic, fundraising, strategic, and communications plan*

Collaboration with Population and Philanthropy

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#### **CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES**

Washington, DC

*For a bipartisan task force to advise policymakers on the reform of U.S. development assistance*

\$200,000

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#### **FRITZ INSTITUTE**

San Francisco, CA

*For the development of a new model to increase the effectiveness of African humanitarian organizations (Collaboration with Special Projects and Population)*

100,000

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#### **GLOBAL DEVELOPMENT INCUBATOR**

New York, NY

*For creating a task force composed of public- and private-sector development experts, from both developed and developing countries, to consider ways of improving the delivery of aid programs*

150,000

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#### **GLOBAL PARTNERSHIPS**

Seattle, WA

*For general support for the Initiative for Global Development*

400,000

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#### **MASSACHUSETTS INSTITUTE OF TECHNOLOGY, POVERTY ACTION LAB**

Cambridge, MA

*For the Poverty Action Lab to evaluate whether governance reforms in policing can reduce corruption and improve performance in Rajasthan, India*

348,500

**OXFAM AMERICA**

Boston, MA

*For an initiative to reform the structure and delivery of  
U.S. foreign aid*

2,100,000

**SYNERGOS INSTITUTE**

New York, NY

*For the Senior Fellows Program (Collaboration with Philanthropy)*

50,000

**UNITED NATIONS DEVELOPMENT PROGRAMME, BUREAU OF CRISIS PREVENTION AND RECOVERY**

New York, NY

*For the Capacity Development for Reform Fund  
(Collaboration with Special Projects)*

1,000,000

*In-Country & Diaspora Philanthropy***INICIATIVA CIUDADANA Y DESARROLLO SOCIAL**

Mexico City, Mexico

*For general support*

150,000

**PHILANTHROPIC INITIATIVE**

Boston, MA

*For the Diaspora Philanthropy: Existing Models, Emerging  
Applications research project*

58,000

**SYNERGOS INSTITUTE**

New York, NY

*For strengthening community foundations in Mexico*

125,000

**Knowledge Infrastructure—Mexico****CENTRO DE INVESTIGACIÓN PARA EL DESARROLLO, ASOCIACIÓN CIVIL**

Mexico City, Mexico

*For general support*

1,600,000

**CENTRO DE INVESTIGACIÓN Y DOCENCIA ECONÓMICAS**

Delegación Alvaro Obregón, Mexico

*For a research and dissemination project on public security  
and rule of law in Mexico*

302,000



**EL COLEGIO DE MÉXICO**

Mexico City, Mexico

*For a research project in collaboration with the University of California at Davis on economic change and migration in rural Mexico*

300,000

**INSTITUTO MEXICANO PARA LA COMPETITIVIDAD**

Mexico City, Mexico

*For general support*

2,000,000

**UNIVERSITY OF CALIFORNIA AT DAVIS, DEPARTMENT OF AGRICULTURAL AND RESOURCE ECONOMICS**

Davis, CA

*For a research project in collaboration with El Colegio de México on economic change and migration in rural Mexico*

400,000

**UNIVERSITY OF SAN DIEGO, TRANS-BORDER INSTITUTE**

San Diego, CA

*For a research and dissemination project on reforming the administration of justice in Mexico*

300,000

*Media and Research***AFRICAN ECONOMIC RESEARCH CONSORTIUM**

Nairobi, Kenya

*For general operating support (Collaboration with Special Projects and Population)*

66,000

**AMERICA ABROAD MEDIA**

Washington, DC

*For supporting the production of America Abroad Media's public radio programming, particularly its international affairs program, America Abroad*

300,000

**BROOKINGS INSTITUTION**

Washington, DC

*For general support of the Global Economy and Development Program* 2,000,000**CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE**

Washington, DC

*For distribution of Foreign Policy magazine to journalists, editors, and producers of radio and television news programs*

100,000

**COLUMBIA UNIVERSITY, EARTH INSTITUTE**

New York, NY

*For the Earth Institute to work with the government of India and other experts within the country to develop an implementation plan for improving social services and rural infrastructure in Indian villages*

500,000

**INDEPENDENT TELEVISION SERVICE**

San Francisco, CA

*For the International Media Development Fund*

2,000,000

**JOHNS HOPKINS UNIVERSITY, SCHOOL OF ADVANCED INTERNATIONAL STUDIES**

Baltimore, MD

*For continued support of the International Reporting Project*

300,000

**NATIONAL PUBLIC RADIO**

Washington, DC

*For greater coverage of developing countries and more international perspectives in National Public Radio's news programming*

500,000

**PUBLIC AGENDA FOUNDATION**

New York, NY

*For the Public Agenda Foundation to administer a second year of the Confidence in U.S. Foreign Policy Index*

385,000

**PUBLIC RADIO INTERNATIONAL**

Minneapolis, MN

*For the Global Resource Service, which helps local stations improve global news programming and trains local reporters to create "local/global" content*

500,000

**STANFORD UNIVERSITY, INSTITUTE FOR INTERNATIONAL STUDIES**

Stanford, CA

*For general support for the Center on Democracy, Development, and the Rule of Law*

857,000

**TIDES CENTER**

Washington, DC

*For Editors' World, a journalism organization whose purpose is to redefine and improve coverage of international subject matter in mainstream and alternative news organizations in the United States*

*For Editors' World*

500,000

200,000

**WOMEN'S FUNDING NETWORK**

San Francisco, CA

*For the U.S. Women Without Borders project*

100,000

**WORLD BANK**

Washington, DC

*For the Growth Commission to analyze the drivers of, and impediments to, equitable economic growth*

Collaboration with Special Projects

**WORLD SECURITY INSTITUTE**

Washington, DC

*For support of the weekly public affairs television program*

Foreign Exchange with Fareed Zakaria

1,000,000

**YALE UNIVERSITY**

New Haven, CT

*For the Crossing Borders Initiative to strengthen the research capacity of partner institutions in Africa, Asia, and Latin America*

390,055

*Quality Education in Developing Countries***ACADEMY FOR EDUCATIONAL DEVELOPMENT**

Washington, DC

*For general support of the Basic Education Coalition (Collaboration with Education and Population)*

400,000

**AFRICAN POPULATION AND HEALTH RESEARCH CENTRE**

Nairobi, Kenya

*For the Education Research Program's strategic planning process*

193,000

**COUNCIL ON FOREIGN RELATIONS**

Washington, DC

*For general support of the Center for Universal Education (Collaboration with Education and Population)*

500,000

*Special Opportunities***ASPEN INSTITUTE**

Washington, DC

*For the Congressional Program, a nonpartisan education initiative that provides policymakers with a deeper understanding of, and background on, public policy issues (Collaboration with Environment and Special Projects)*

300,000

**INSTITUTE OF INTERNATIONAL EDUCATION**

New York, NY

*For general operating support of the African Partnership  
Travel & Learning Fund (Collaboration with Special Projects,  
Education, and Population)*

200,000

**NATIONAL GEOGRAPHIC SOCIETY**

Washington, DC

*For production support of the documentary Illicit*

175,000

**PRINCETON UNIVERSITY, WOODROW WILSON SCHOOL OF PUBLIC AND INTERNATIONAL AFFAIRS**

Princeton, NJ

*For the public outreach phase of the Princeton Project on  
National Security (Collaboration with Special Projects)*

50,000

**UNITED STATES DEPARTMENT OF STATE**

Washington, DC

*For the State Fellows program*

Collaboration with Special Projects

*Trade and Agricultural Policy***AMERICAN FARMLAND TRUST**

Washington, DC

*For the development of viable agricultural policy options that serve  
rural interests in the United States and developing countries*

900,000

**ASPEN INSTITUTE**

Washington, DC

*For the Ethical Globalization Initiative to work with policymakers in  
the United States, Europe, and Africa to promote more equitable  
trade and development policies*

373,000

**BREAD FOR THE WORLD INSTITUTE**

Washington, DC

*For general support*

Collaboration with Special Projects

**BROOKINGS INSTITUTION**

Washington, DC

*For a book about the World Trade Organization and the Doha Round*

100,000

**CATO INSTITUTE**

Washington, DC

*For research and analysis on how U.S. commodity programs for sugar, rice, dairy, and cotton affect the world's poorest producers*

201,000

**CENTER FOR RURAL AFFAIRS**

Lyons, NE

*For activities to advance rural development programs as alternatives to trade-distorting subsidies*

150,000

**CHICAGO COUNCIL ON FOREIGN RELATIONS**

Chicago, IL

*For a book about global hunger and food aid that challenges policymakers to adopt hunger-reducing trade and aid policies*

87,500

**CITIZENS AGAINST GOVERNMENT WASTE**

Washington, DC

*For a campaign aimed at reducing barriers to agricultural trade and reforming domestic farm support in the United States*

125,000

**COLUMBIA UNIVERSITY**

New York, NY

*For the APEC Study Center conference "The WTO at 10: Governance, Dispute Settlement, and Developing Countries"*

30,000

**CONGRESSIONAL ECONOMIC LEADERSHIP INSTITUTE**

Washington, DC

*For general support*

10,000

*For a trip to educate members of Congress and senior staff on food and development issues*

40,500

**ENVIRONMENTAL DEFENSE**

Oakland, CA

*For a project to analyze how proposed reforms for the U.S. farm bill reauthorization in 2007 will affect commodity prices and market opportunities for farmers in developing countries*

250,000

**ENVIRONMENTAL WORKING GROUP**

Washington, DC

*For general support*

600,000

**EU TRANSPARENCY**

London, United Kingdom

*For general support of Farmsubsidy.org*

176,000

**GERMAN MARSHALL FUND OF THE UNITED STATES**

Washington, DC

*For general support of the Economics Program*

2,500,000

**GERMAN NGO FORUM ENVIRONMENT AND DEVELOPMENT**

Bonn, Germany

*For an international conference to discuss bioenergy as an alternative energy option for the future*

17,000

**GLOBALWORKS FOUNDATION**

Washington, DC

*For the Trade, Aid and Security Coalition to organize a series of roundtables, public meetings, and small meetings with opinion leaders on the topic of "aid for trade" programs*

125,000

**ICONE – INSTITUTO DE ESTUDOS DO COMERCIO E DAS NEGOCIACOES INTERNACIONAIS**

São Paulo, Brazil

*For a project to identify, catalogue, and link knowledge centers and individual researchers in the field of agri-food trade within South America and the Asia-Pacific*

356,000

**INTERNATIONAL CENTRE FOR TRADE AND SUSTAINABLE DEVELOPMENT**

Geneva, Switzerland

*For activities to ensure the participation of traditionally disadvantaged stakeholders in the trade policy arena*

750,000

**INTERNATIONAL FERTILIZER DEVELOPMENT CENTER**

Muscle Shoals, AL

*For the Africa Fertilizer Summit*

35,000

**INTERNATIONAL FOOD POLICY RESEARCH INSTITUTE**

Washington, DC

*For an analysis of the outcomes of the World Trade Organization Doha Round negotiations*

377,000

**INTERNATIONAL INSTITUTE FOR SUSTAINABLE DEVELOPMENT**

Geneva, Switzerland

*For the Global Subsidies Initiative to conduct research on the effects of biofuels and irrigation subsidies on global poverty and agricultural markets*

497,000

<b>INTERNATIONAL POLICY COUNCIL ON AGRICULTURE, FOOD AND TRADE</b> Washington, DC <i>For general support</i>	500,000
<b>MICHIGAN STATE UNIVERSITY</b> East Lansing, MI <i>For the Partnership to Cut Hunger and Poverty in Africa to conduct a project investing in Africa's rural infrastructure</i> <i>For the Partnership to Cut Hunger and Poverty in Africa to build a coalition to advocate for improvements in U.S. policies related to emergency food aid procurement and distribution</i>	400,000 75,000
<b>NATIONAL WILDLIFE FEDERATION</b> Washington, DC <i>For the Constituency for Conservation initiative to build support for farm policies that encourage conservation programs as an alternative to commodity subsidies</i>	250,000
<b>STANFORD UNIVERSITY, FREEMAN-SPOUGLI INSTITUTE FOR INTERNATIONAL STUDIES</b> Stanford, CA <i>For the Cal/Med Consortium to discuss the global Mediterranean produce market and the role that developing countries can and do play in that market</i>	27,500
<b>TAXPAYERS FOR COMMON SENSE</b> Washington, DC <i>For the Agriculture Policy Reform Initiative</i>	100,000
<b>UNIVERSITY OF NORTH CAROLINA AT RALEIGH, CENTER FOR INTERNATIONAL UNDERSTANDING</b> Raleigh, NC <i>For an initiative to educate state, local, and federal leaders about trade and development issues</i>	338,466
<b>WASHINGTON STATE UNIVERSITY</b> Pullman, WA <i>For the International Agricultural Trade Research Consortium to produce research on issues of trade, development, and poverty alleviation</i>	213,000
<b>WOMEN'S EDGE COALITION</b> Washington, DC <i>For work in developing countries with women's groups to ensure policies and interventions benefit the poor</i>	500,000

**WOODROW WILSON INTERNATIONAL CENTER FOR SCHOLARS**

Washington, DC

*For a series of meetings to discuss specific issues under negotiation in the World Trade Organization Doha Round*

17,500

*Transparency and Accountability***CENTER ON BUDGET AND POLICY PRIORITIES**

Washington, DC

*For general support of the International Budget Project*

1,800,000

**FUNDAR, CENTRO DE ANÁLISIS E INVESTIGACIÓN**

Mexico City, Mexico

*For general support*

1,200,000

**HUMAN RIGHTS WATCH**

New York, NY

*For producing and disseminating a report assessing transparency and accountability practices of Mexico's National Commission of Human Rights*

66,000

*For a report on transparency and access to information in Mexico*

50,000

**PROYECTO FRONTERIZO DE EDUCACIÓN AMBIENTAL**

San Ysidro, CA

*For work on promoting government transparency in Baja California, Mexico*

225,000

**REVENUE WATCH INSTITUTE**

New York, NY

*For general support*

1,500,000

**SIN FRONTERAS**

Mexico City, Mexico

*For a budget analysis of migration-related programs*

100,000

**WOODROW WILSON INTERNATIONAL CENTER FOR SCHOLARS**

Washington, DC

*For a report on Right-to-Know Reforms in Mexico*

145,000





# PERFORMING ARTS



## PUTTING THE ARTS BACK IN EDUCATION

The California Alliance for Arts Education is in its fourth decade of advancing the cause of the arts in California's classrooms. During those years, the Alliance has been instrumental in helping parents assess current offerings, promoting teacher training, and advocating for the inclusion of arts education in state educational standards.



It's been a difficult road in recent years, as severe funding cuts and an emphasis on reading and math inadvertently pushed the arts to the periphery in many schools. But a change is underway, with Governor Schwarzenegger championing additional funding for arts education in 2006 and promising more in 2007.

The Alliance, with the support of the Hewlett Foundation's Performing Arts Program, is striving to make arts education an integral part of every public school student's experience. In 2006 it began work with the California County Superintendents Educational Services Association, another Hewlett grant recipient, to reach a broad statewide consensus on strategies to get the arts back into the classroom.

## CREATING A FUTURE HOME FOR TRADITIONAL MUSIC

In 2006, the Foundation gave \$1 million to The Freight & Salvage Coffee House, or the Berkeley Society for the Preservation of Traditional Music, to help underwrite its new home in Berkeley's Downtown Arts District.



Since its founding in 1968, "The Freight"—a name derived from a former used furniture store that was its first home—has been one of the few full-time traditional music venues west of the Mississippi River. From its origins primarily as a performance space for traditional American folk music, it has evolved into a venue for world music as well, presented in an alcohol-free environment that makes it suitable for all ages.

The larger facility in a former auto repair shop will increase the venue's overall space sixfold and more than double its seating capacity to 480 seats, as well as add space for traditional musicians to begin offering classes.

The grant is part of the Foundation's broader commitment to increase affordable, permanent performance space in the Bay Area.

## PERFORMING ARTS

*Encouraging artistic expression and its enjoyment.*

For forty years, the Hewlett Foundation's Performing Arts Program has played a leading role in the San Francisco Bay Area, a region rich in cultural diversity. From our inaugural grant to the San Francisco Symphony to this year's award to the Firebird Youth Chinese Orchestra, Hewlett funds have supported all forms of artistic expression, for all communities. To date, more than \$217 million have been granted to 428 organizations in theater, dance, music, opera, musical theater, film, and video.

Now the area's largest foundation funder for the arts, the Hewlett Foundation is also a long-term investor. By giving high-quality performing arts groups multiyear operating support, we promote three essential goals: artistic vitality, community engagement, and organizational health.

In 2006, this solid support proved critical for the nonprofit arts sector, faced with recent shifts in the Bay Area's economy and demographics. Not only did we expand the aesthetic and geographic breadth of our grantmaking. We also supported the creation of new, affordable cultural facilities and cultivated future artists and audiences by supporting efforts to increase arts education for all California schoolchildren.

With space to thrive, with a new generation of performers and patrons in the wings, Bay Area arts organizations continue to give value, meaning, and enjoyment to people's lives—a hallmark of Hewlett philanthropy.

**In 2006, the Performing Arts Program made grants totaling \$41,322,180.**

## ARTS EDUCATION

Only systemic reforms in state and local policy will put high-quality arts education within the reach of all California public school students. In 2006, we made a series of strategic grants totaling more than \$2 million to advance this goal:

***Commissioning and disseminating arts education research.*** We supported studies that will describe the condition of arts education in California and focus on necessary reforms.

***Identifying and supporting model arts education programs.*** We funded school demonstration programs that successfully deliver standards-based arts education and exemplify exemplary practices that can be shared statewide.

***Promoting policy advocacy for change.*** Program grants were used to rally new coalitions around the goal of arts education for all California schoolchildren.

## 2006 Highlights

Our grantee, the California Alliance for Arts Education, played a major role in California's landmark 2006 budget allocation of \$605 million for arts education in public schools. This victory reflects a promising partnership between mainstream education advocates and policy, arts education, and business leaders to advance arts as part of a rich, comprehensive education for California schoolchildren.

With our funding and that of the Ford Foundation, SRI International began a statewide survey of arts education in K-12 California public schools to chart what arts education looks like in the schools, identify obstacles preventing the delivery of arts education, and assess what more needs to be done. Its findings are slated for release in late summer 2007.

A grant to the California Alliance for Arts Education supported an initiative for Advancing Arts Education in California Schools. This is part of a cluster of grants designed to ensure that every student in California is educated in the arts.

## 2007 Goals

- ▶ Define short- and long-term strategies for delivering arts education to all California schoolchildren
- ▶ Develop a stronger, long-term advocacy infrastructure of arts education and education organizations
- ▶ Support demonstration programs that deliver standards-based arts education in schools

## ARTS ORGANIZATIONS AND AUDIENCES

Cited in an Urban Institute study as one of the top three metropolitan areas for artists in the United States, the San Francisco Bay Area is home to approximately 1,000 performing arts organizations. Not only is this arts landscape richly populated; it reflects Northern California's amazing demographic and cultural diversity. This year, the Performing Arts Program supported a broad constellation of quality programming to increase exposure to, and understanding of, this rich variety of art forms. Our 2006 grants were targeted toward:

***Broadening the aesthetic diversity of performing arts grantees.***

***Increasing support for the arts in under-represented geographic communities,*** with a focus on Contra Costa and Sonoma counties.

***Creating opportunities for artists to develop new work.***

***Supporting artists and organizations working to preserve indigenous art forms.***

## 2006 Highlights

In November 2006, we awarded grants totaling \$25 million to four of the Bay Area's premier performing arts institutions to mark the Foundation's fortieth anniversary of philanthropy in the arts. The San Francisco Symphony received \$5 million toward the endowment of its extensive education programs; the San Francisco Opera received \$10 million for its permanently restricted endowment; the American Conservatory Theater received \$5 million for new works; and the San Francisco Ballet received \$5 million for its new works endowment.

The grant to the San Francisco Symphony will support "Adventures in Music," established in 1988 to fill the gap caused by declining music education in public schools. This comprehensive program introduces children to music from around the world through in-school ensemble performances, program curricula, student journals, and classroom resources. The program reaches every San Francisco public school student and culminates in a specially designed San Francisco Symphony concert in Davies Symphony Hall.

Six new grants in 2006 demonstrated our ongoing commitment to extend support into new geographic and artistic areas. New grantees included an improvisational theater company, Bay Area Theatresports; the Firebird Youth Chinese Orchestra; the Horizons Foundation, to expand its LGBT performing arts grantmaking; the Monterey County Symphony; and Sonoma's major regional theater and musical theater company, Sixth Street Playhouse/Santa Rosa Players.

## 2007 Goals

- ▶ Continue to broaden the aesthetic and geographic diversity of performing arts grantees
- ▶ Offer youth greater access to training and participation in the performing arts
- ▶ Expand support of artists working in contemporary aesthetics, indigenous art, and emerging art forms
- ▶ Fund organizations providing essential management and information services

## CULTURAL FACILITIES

In 2002, we launched an effort to address the lack of permanent, affordable space—particularly rehearsal and performing facilities—for performing arts companies in the Bay Area. Four years and \$8.8 million after the first grant was awarded, 56,000 square feet of such space have been created, enabling local artists and audiences to live, work, teach, rehearse, perform, and enjoy art in their own communities. In 2006, our work focused on:

*Funding cultural facility projects of Bay Area organizations and collaboratives.*

*Providing technical assistance and financial support through intermediary organizations.*

*Extending planning grants to select facility grantees.*

## **2006 Highlights**

In 2006, our cultural facilities work continued mainly through the intermediary Northern California Community Loan Fund, which provides Bay Area community organizations with technical assistance, grants, and low-interest loans for facility projects. To date, the Performing Arts Program has supported twenty-three such projects directly or through the NCCLF Performing Arts Fund. More than 281,000 additional square feet are also under development.

In April 2006, the newly renovated 23,000-square-foot ODC Dance Commons opened in San Francisco and quickly became a nexus for that city's contemporary dance artists and companies. This state-of-the-art facility houses everything from rehearsal studios and administrative offices to a dancers' health clinic and a community gathering space. We anticipate similar success for the Tannery Arts Center in Santa Cruz, supported by a 2006 planning grant. This project has the potential to create an 8.3-acre, multidiscipline live/work, performance, and educational outreach center for the arts.

## **2007 Goals**

- ▶ Continue support for facility projects currently in development
- ▶ Evaluate the Northern California Community Loan Fund's effectiveness and impact
- ▶ Survey current space needs and issues in the Bay Area performing arts

## PERFORMING ARTS

### *Arts Education*

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#### **CALIFORNIA ALLIANCE FOR ARTS EDUCATION**

Pasadena, CA

*For the Advancing Arts Education in California Schools project  
(Collaboration with Education)*

\$300,000

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#### **CALIFORNIA COUNTY SUPERINTENDENTS EDUCATIONAL SERVICES ASSOCIATION**

Sacramento, CA

*For the Reinvigorating Arts Education in California project  
For the Reinvigorating Arts Education in California project  
(Collaboration with Special Projects and Education)*

50,000

470,000

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#### **CULTURAL COUNCIL OF SANTA CRUZ COUNTY**

Santa Cruz, CA

*For implementation of the arts education program*

25,000

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#### **SAN FRANCISCO FOUNDATION COMMUNITY INITIATIVE FUNDS**

San Francisco, CA

*For general support of the San Francisco Arts Commission's  
Arts Education Funders' Collaborative (Collaboration with Education)*

50,000

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#### **SRI INTERNATIONAL**

Menlo Park, CA

*For completing a study of arts  
education in California*

**Collaboration with Special Projects and Education**

*For studies on three different obstacles to greater delivery of arts  
education in California's K-12 public schools  
(Collaboration with Special Projects and Education)*

170,000

### *Cultural Facilities*

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#### **BERKELEY SOCIETY FOR THE PRESERVATION OF TRADITIONAL MUSIC**

Berkeley, CA

*For a capital campaign for new facility construction*

1,000,000

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#### **EAST BAY CENTER FOR THE PERFORMING ARTS**

Richmond, CA

*For predevelopment costs associated with the Winters Building  
Revitalization Project*

10,000



**NORTHERN CALIFORNIA COMMUNITY LOAN FUND**

San Francisco, CA

*For the Nonprofit Space Capital Fund for the development of critically needed arts and cultural facility space within the Bay Area* 250,000

*Arts Organizations and Audiences***Dance****AXIS DANCE COMPANY**

Oakland, CA

*For general support* 135,000

**CHINESE CULTURAL PRODUCTIONS**

San Francisco, CA

*For general support* 105,000

**DANCE/USA**

Washington, DC

*For general support of Bay Area activities* 150,000

**DANCERS GROUP**

San Francisco, CA

*For a strategic plan assessment* 5,750

**GAMELAN SEKAR JAYA**

El Cerrito, CA

*For general support* 82,000

**JACOB'S PILLOW DANCE FESTIVAL**

Becket, MA

*For participation by Bay Area artists* 180,000

**JOE GOODE PERFORMANCE GROUP**

San Francisco, CA

*For general support* 110,000

**LINES CONTEMPORARY BALLET**

San Francisco, CA

*For general support* 150,000

*For strategic planning* 30,000

*For implementation of organizational assessment results* 1,000,000

*For strategic planning and board training* 30,000

**MARGARET JENKINS DANCE COMPANY**

San Francisco, CA

*For general support* 165,000*For the Choreographers in Mentorship Exchange* 150,000**OAKLAND BALLET**

Oakland, CA

*For costs associated with the dissolution of the Oakland Ballet Association* 15,000**OBERLIN DANCE COLLECTIVE**

San Francisco, CA

*For the Director's Fund* 35,000**PROJECT BANDALOOP**

Oakland, CA

*For general support* 90,000**ROBERT MOSES' KIN**

San Francisco, CA

*For general support* 75,000**SMUIN BALLETS/SF**

San Francisco, CA

*For general support* 180,000**ZACCHO SF**

San Francisco, CA

*For general support* 150,000**Film and Video****BAY AREA VIDEO COALITION**

San Francisco, CA

*For support of the expansion of a youth digital music production training program*

Collaboration with Regional Grants

**CALIFORNIA FILM INSTITUTE**

Mill Valley, CA

*For general support* 120,000

**FILM ARTS FOUNDATION**

San Francisco, CA

*For an organizational effectiveness grant to support technical assistance providers during an executive leadership transition*

Collaboration with Philanthropy

**NATIONAL ALLIANCE FOR MEDIA ARTS AND CULTURE**

San Francisco, CA

*For general support*

150,000

**SAN FRANCISCO JEWISH FILM FESTIVAL**

San Francisco, CA

*For general support*

150,000

## Music

**ASPEN MUSIC FESTIVAL AND SCHOOL**

Aspen, CO

*For scholarships and fellowships for Bay Area students*

75,000

**ASSOCIATION OF CALIFORNIA SYMPHONY ORCHESTRAS**

Sacramento, CA

*For general support*

45,000

**BERKELEY JAZZSCHOOL**

Berkeley, CA

*For funds to enable Dansun Productions to include additional footage in the documentary film on legendary jazz musicians the Heath Brothers*

20,000

**BERKELEY SYMPHONY ORCHESTRA**

Berkeley, CA

*For executive transition and strategic planning*

Collaboration with Philanthropy

**CABRILLO FESTIVAL OF CONTEMPORARY MUSIC**

Santa Cruz, CA

*For general support*

180,000

**CARMEL BACH FESTIVAL**

Carmel by the Sea, CA

*For general support*

215,000

**CHAMBER MUSIC AMERICA**

New York, NY

*For support of programs in the San Francisco Bay Area*

75,000

**CLASSICS FOR KIDS FOUNDATION**

Bozeman, MT

*For a Bay Area string instrument mentoring pilot project*

Collaboration with Special Projects

**COMMUNITY MUSIC CENTER**

San Francisco, CA

*For the Board-designated endowment fund for financial aid*

150,000

*For general support*

285,000

**COMMUNITY SCHOOL OF MUSIC AND ARTS**

Mountain View, CA

*For general support of the music program*

255,000

**DOOR DOG MUSIC PRODUCTIONS**

San Francisco, CA

*For general support*

90,000

**FIREBIRD YOUTH CHINESE ORCHESTRA**

San Jose, CA

*For general support*

40,000

**KITKA**

Oakland, CA

*For general support*

90,000

**KRONOS PERFORMING ARTS ASSOCIATION**

San Francisco, CA

*For general support*

300,000

**MENLO SCHOOL**

Atherton, CA

*For general support of Menlo School's Music@Menlo program (Collaboration with Special Projects)*

150,000

*For general support of Menlo School's Music@Menlo program*

150,000

**MIDSUMMER MOZART**

San Francisco, CA

*For general support*

120,000

<b>MONTEREY COUNTY SYMPHONY</b> Carmel, CA <i>For general support</i>	60,000
<b>MUSIC AT KOHL MANSION</b> Burlingame, CA <i>For capacity building during the current phase of institutional development</i>	50,000
<b>PACIFIC CHAMBER SYMPHONY</b> San Francisco, CA <i>For general support</i>	25,000
<b>PHILHARMONIA BAROQUE ORCHESTRA</b> San Francisco, CA <i>For general support</i>	300,000
<b>PIEDMONT CHOIRS</b> Piedmont, CA <i>For general support</i>	90,000
<b>RAGAZZI THE PENINSULA BOYS' CHORUS</b> San Mateo, CA <i>For general support</i>	90,000
<b>SAN FRANCISCO CONTEMPORARY MUSIC PLAYERS</b> San Francisco, CA <i>For general support</i>	165,000
<b>SAN FRANCISCO SINFONIETTA</b> San Francisco, CA <i>For presenting "Handel's Messiah: Sing it Yourself" at Davies Symphony Hall</i>	10,000
<b>SAN FRANCISCO SYMPHONY</b> San Francisco, CA <i>For general support</i>	750,000
<b>SAN JOSE TAIKO</b> San Jose, CA <i>For capacity building</i>	225,000

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**SANTA CRUZ COUNTY SYMPHONY ASSOCIATION**  
 Santa Cruz, CA  
*For general support* 75,000

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**SCHOLA CANTORUM**  
 Mountain View, CA  
*For general support* 51,000

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**SONOS HANDBELL ENSEMBLE**  
 Berkeley, CA  
*For general support* 51,000

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**STANFORD UNIVERSITY**  
 Stanford, CA  
*For a presentation entitled*  
*“Originalism, Music and the Constitution”* Collaboration with Special Projects

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**UNIVERSITY OF CALIFORNIA AT BERKELEY**  
 Berkeley, CA  
*For general support of the Young Musicians Program* 300,000

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### Opera/Music Theater

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**42ND STREET MOON**  
 San Francisco, CA  
*For general support* 90,000

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**AMERICAN MUSICAL THEATRE OF SAN JOSE**  
 San Jose, CA  
*For general support* 70,000

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**BROADWAY BY THE BAY**  
 Burlingame, CA  
*For general support* 75,000

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**LAMPLIGHTERS OPERA WEST FOUNDATION**  
 San Francisco, CA  
*For general support* 165,000

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**POCKET OPERA**  
 San Francisco, CA  
*For general support* 120,000

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**SAN JOSE CHILDREN’S MUSICAL THEATER**

San Jose, CA

*For general support* 255,000

*For strategic planning* 18,500

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**WEST BAY OPERA ASSOCIATION**

Palo Alto, CA

*For accounting service fees* 6,000

Theater

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**AMERICAN CONSERVATORY THEATER**

San Francisco, CA

*For general support* 480,000

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**AURORA THEATRE COMPANY**

Berkeley, CA

*For general support* 105,000

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**BAY AREA THEATRESPORTS**

San Francisco, CA

*For general support* 40,000

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**CALIFORNIA SHAKESPEARE THEATER**

Berkeley, CA

*For general support* 250,000

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**MAGIC THEATRE**

San Francisco, CA

*For an organizational effectiveness grant* Collaboration with Philanthropy

*For general support* 150,000

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**MARIN SHAKESPEARE COMPANY**

San Rafael, CA

*For general support* 90,000

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**MAYFAIR IMPROVEMENT INITIATIVE**

San Jose, CA

*For the use of a popular theater as a community-organizing and education tool in low-income East San Jose neighborhoods* Collaboration with Regional Grants

**PLAYWRIGHTS FOUNDATION**

San Francisco, CA

*For infrastructure assessment*

Collaboration with Philanthropy

**SAN JOSE REPERTORY THEATRE**

San Jose, CA

*For general support*

150,000

**SANTA ROSA PLAYERS**

Santa Rosa, CA

*For general support*

50,000

**SEW PRODUCTIONS/LORRAINE HANSBERRY THEATRE**

San Francisco, CA

*For general support*

120,000

*For strategic planning*

35,000

**SHADOWLIGHT PRODUCTIONS**

San Francisco, CA

*For general support*

50,000

**TEATRO VISION**

San Jose, CA

*For capacity building*

275,000

**THE.ART.RE.GRÜP, THE LAB**

San Francisco, CA

*For general support*

50,000

**THEATRE BAY AREA**

San Francisco, CA

*For National Free Theatre Day*

25,000

**THEATRE RHINOCEROS**

San Francisco, CA

*For general support*

90,000

**UNIVERSITY OF CALIFORNIA AT SANTA CRUZ**

Santa Cruz, CA

*For general support of Shakespeare Santa Cruz*

75,000

**WILLOWS THEATRE COMPANY**

Concord, CA

*For general support*

120,000



**Z SPACE STUDIO**

San Francisco, CA

*For an organizational effectiveness grant*

Collaboration with Philanthropy

*Other Performing Arts Grants***AMERICAN CONSERVATORY THEATER**

San Francisco, CA

*For a permanent endowment to support new works*

5,000,000

**DESTINY ARTS CENTER**

Oakland, CA

*For support of dance, theater, martial arts, violence prevention, and leadership instruction to young people as a means to end isolation, prejudice, and violence in Richmond, CA*

Collaboration with Regional Grants

**NORTHERN CALIFORNIA GRANTMAKERS**

San Francisco, CA

*For the Arts Loan Fund*

75,000

**SAN FRANCISCO BALLET ASSOCIATION**

San Francisco, CA

*For a permanent endowment to support new works*

5,000,000

**SAN FRANCISCO OPERA ASSOCIATION**

San Francisco, CA

*For the endowment fund*

10,000,000

**SAN FRANCISCO SYMPHONY**

San Francisco, CA

*For an endowment to support the Symphony's education programs*

5,000,000

*Supporting Services***ALLIANCE FOR CALIFORNIA TRADITIONAL ARTS**

Fresno, CA

*For general support of the Living Cultures Grants Program*

150,000

*For general support of the Living Cultures Grants Program*

350,000

**ALTERNATE ROOTS**

Atlanta, GA

*For the Katrina Project to develop a strategic arts-based response to Hurricanes Katrina and Rita*

50,000

**AMERICAN SYMPHONY ORCHESTRA LEAGUE**

New York, NY

*For support of programs in the San Francisco Bay Area* 25,000**ARTS COUNCIL SILICON VALLEY**

San Jose, CA

*For theory-of-change consultant services for the Artsopolis Marketing Partnership (Collaboration with Philanthropy)* 930*For San Jose Repertory Theatre's organizational consultancy with Albert Hall Associates* 65,000**FUND FOR FOLK CULTURE**

Austin, TX

*For general support* 100,000**GRANTMAKERS IN THE ARTS**

Seattle, WA

*For general support* 90,000**HORIZONS FOUNDATION**

San Francisco, CA

*For a performing arts regranting program* 60,000**JAZZ AT LINCOLN CENTER**

New York, NY

*For the Higher Ground Hurricane Relief Fund to provide assistance to performing artists and performing arts organizations affected by Hurricane Katrina* 100,000**KALW PUBLIC RADIO**

San Francisco, CA

*For the performing arts reporting component of the Public Service Reporting Project* 150,000**MOVIMIENTO DE ARTE Y CULTURA LATINO AMERICANA**

San Jose, CA

*For the performing arts program* 20,000**NATIONAL PERFORMANCE NETWORK**

New Orleans, LA

*For general support* 100,000

**NONPROFIT FINANCE FUND**

New York, NY

*For support of programs in the San Francisco Bay Area* 75,000*For conducting a Nonprofit Business Analysis service for seven performing arts nonprofit organizations* 55,000**NOONTIME CONCERTS**

San Francisco, CA

*For general support* 20,000**SAN FRANCISCO FOUNDATION**

San Francisco, CA

*For the Fund for Artists' Community Foundation partnership* 250,000**SAN FRANCISCO PERFORMANCES**

San Francisco, CA

*For general support* 450,000**SAN FRANCISCO PERFORMING ARTS LIBRARY AND MUSEUM**

San Francisco, CA

*For conducting a series of focus groups for input in the development of the plan for the new Museum of Performance and Design* 7,000**SONOMA COUNTY COMMUNITY FOUNDATION**

Santa Rosa, CA

*For production of Performance Sonoma 2007, a performing arts festival* 60,000**UNIVERSITY OF CALIFORNIA AT BERKELEY**

Berkeley, CA

*For general support of Cal Performances* 450,000**ZELLERBACH FAMILY FOUNDATION**

San Francisco, CA

*For general support of the Community Arts Distribution Committee* 600,000

# PHILANTHROPY



## MAKING PHILANTHROPY WORK

Giving is great, but knowing whether that giving is effective is even better. That was the inspiration behind DonorEdge, the Greater Kansas City Community Foundation's contribution to making the world of philanthropy work better by compiling meaningful information about nonprofit organizations. Since 2001 the Web site has assembled a wealth of data about more than 650 local nonprofit organizations to enable potential donors to make informed decisions.



The Hewlett Foundation has supported DonorEdge from the start and helped it expand to the community foundations of Houston, Columbus, Harrisburg, and Nashville, with more expected.

With Hewlett Foundation support in 2006 and 2007, the Greater Kansas City Community Foundation is improving how it collects information in DonorEdge and gathering information about effective practices among nonprofits that can guide donors nationally.

## BRINGING HIGH-QUALITY STRATEGIC CONSULTING TO NONPROFITS

There's no reason that nonprofits shouldn't have access to the same deep pool of management savvy and research available to for-profit businesses. It was from that belief that the Bridgespan Group was born.



This nonprofit consultant for nonprofits sprang from the global consulting firm Bain & Company in 2000 and has since assisted more than 150 organizations and foundations with strategic planning, recruiting, and other issues. Bridgespan has also published articles on challenges facing the nonprofit world in the *Harvard Business Review*, *Stanford Social Innovation Review*, and *Nonprofit Quarterly*, and offers dozens of freely available case studies. Bridgespan's work fits neatly with the Philanthropy Program's mission, and the Foundation has funded its work since 2002.

In 2006, after reviewing Bridgespan's work elsewhere, San Francisco Mayor Gavin Newsom's Office of Community Development picked the organization to help design a project called Communities of Opportunity to reform how the city delivers services to children and families in two low-income neighborhoods.

## PHILANTHROPY

*Enriching the field of philanthropy.*

Explaining his transition from industrialist to philanthropist, Andrew Carnegie wrote, “I resolved to stop accumulating and begin the infinitely more serious and difficult task of wise distribution.” Close to a century later, this task remains extremely challenging.

Philanthropic foundations have multiplied since Carnegie’s Gilded Age: there are now 87,000 in the United States, 3,000 with professional staff members. The field has not only grown but become more professionalized and aware of best practices. Yet donors still struggle to make headway against the social problems they seek to solve. Translating the tenets of strategic philanthropy—setting clear objectives, designing and implementing effective strategies, and measuring progress—into action requires new tools and support. And with more than 1 million nonprofit organizations nationwide seeking funding, navigating the social capital marketplace demands great insight.

We believe that if the world’s funders can efficiently back the world’s most effective nonprofits, society as a whole will be far better positioned to solve complex problems like poverty or climate change.

Thus, the Foundation’s Philanthropy Program aims to strengthen the infrastructure of this marketplace: to give funders the data, training, and support they need be effective grantmakers; and to help nonprofit organizations collect and distribute information about their goals and actual achievements—information that donors need in order to make good choices.

In addition, Philanthropy Program staff work to make the Hewlett Foundation itself a leading example of the strategic philanthropy we advocate.

**In 2006, the Philanthropy Program made grants totaling \$5,972,025.**

## EDUCATION AND SUPPORT OF DONORS

To help donors operate wisely and direct their resources to the most effective organizations, in 2006 we supported two primary initiatives:

***Educating donors about best practices.*** Grantees trained high net-worth individuals and foundation staff in strategy development, planning, evaluation, and other grantmaking techniques that yield the greatest results.

***Developing tools and services.*** The Foundation supported the continued development of online tools that help donors develop strategies and identify effective nonprofit organizations.

## 2006 Highlights

Our grant to the Forum of Regional Associations of Grantmakers extended staff training, financial support, and evaluation assistance to foundations nationwide. This network works with some thirty-two philanthropic associations representing close to 4,000 foundations.

In many communities, United Way is the most important philanthropic intermediary. Nationally, it distributes over \$4 billion each year to nonprofits, mainly to direct service organizations. Although United Way has traditionally concentrated its efforts more on raising this money than on disbursing it strategically, an increasing number of its branches are seeking to change this orientation. In 2006 we made a grant to United Way of Silicon Valley to explore how to support its staff in adopting best practices of planning, measurement, and evaluation.

## 2007 Goals

- ▶ Expand educational programs on effectiveness to new types of donors, in new areas
- ▶ Develop ways to measure the impact of donor education programs
- ▶ Help more intermediary institutions adopt a rigorous, strategic grantmaking style
- ▶ Increase the number of online tool users
- ▶ Assess new priorities for tools and services

## KNOWLEDGE ABOUT PHILANTHROPY

Philanthropy is an old practice, but a young field. Our grants to universities, strategy groups, and research centers in 2006 advanced knowledge of what it means to be an effective grantmaker and helped demonstrate how philanthropy functions in society:

***Advancing research about philanthropy.*** Our grantmaking emphasized data development and research useful to nonprofits and foundations—especially work on planning, evaluation, and management.

***Promoting the distribution of the highest-quality work.*** To ensure that philanthropists are aware of, and actually apply, this new knowledge, we helped organizations producing the best work disseminate it effectively.

## 2006 Highlights

In 2006, we extended a large grant to FSG Social Impact Advisors for an in-depth study of the ways foundations and nonprofits use evaluation tools and techniques. This

research project explored the tension between the sector's two main approaches to evaluation: summative (often rigorous social science evaluations that are conducted at the end of projects) and formative (managerial tools that provide feedback while projects are underway).

We also supported the launch of the Center on Philanthropy and Civil Society at Stanford University. Its mission: to engage students, faculty, and practitioners in scholarship and dialogue that examines ways in which philanthropic institutions, nonprofit organizations, and other key elements of civil society address public interests, both in the United States and abroad. In addition to conducting academic research, the Center will provide doctoral fellowships to encourage social scientists to advance this under-researched field.

## 2007 Goals

- ▶ Explore building a comprehensive, searchable online library for philanthropic research
- ▶ Promote awareness of, and responses to, the evaluation study by FSG Social Impact Advisors
- ▶ Continue to support grantees that publish articles, case studies, and reports on philanthropy

## MARKETPLACE FOR EFFECTIVE PHILANTHROPY

An overarching goal of our program is to make it easier for everyone—from individual givers to large foundations—to make good choices about philanthropy. If donors can identify the most effective nonprofits and give strategically to them, then every dollar can have greater social impact. In 2006, we improved the marketplace for smart giving by:

***Increasing and improving publicly available data about nonprofits.*** Our grants targeted efforts to collect, organize, and disseminate information about the goals, strategic plans, and actual accomplishments of nonprofits—particularly through Web sites and online databases.

***Supporting institutions that make it easy for donors to make good decisions.*** To strengthen the philanthropic marketplace, we backed organizations that help money move easily from donors to nonprofits.

## 2006 Highlights

Thanks to a 2006 grant, One Economy—a nationwide nonprofit that brings broadband access to low-income people—will add a new feature, The Beehive, to its multilingual



Internet portal. Tens of thousands of people now rely on this portal to get needed information about human services, education, health care, and personal finances. The Beehive will allow these low-income users to rate and comment on the nonprofit and government organizations that provide them with services. This aggregate data should prove helpful to donors trying to identify effective organizations.

Two venerable Bay Area community foundations—the Peninsula Community Foundation and the Community Foundation Silicon Valley—agreed to merge in 2006. To help the parties explore the merger idea, we joined the Packard, Irvine, and Skoll foundations and the Omidyar Network in underwriting research by management consultants from McKinsey & Company. Their results confirmed that the new entity could be more efficient and more effective. By joining forces, the organizations gained the potential to reduce administrative duplication and increased their capacity to take on large-scale projects. The newly formed Silicon Valley Community Foundation will address critical regional issues such as literacy, affordable housing, and health.

In 2006 we began to look more broadly at the entire system of organizations that gather information about nonprofits and put that information in front of donors. With the aim of helping these organizations work together more effectively, we funded a collaboration between Network for Good, an online marketplace for nonprofits, and GuideStar, an organization with a huge online database of financial information about U.S. nonprofits. With these new capabilities, a prospective donor who learns about an organization on GuideStar's site can simply click a link and make a donation. In 2007 we will continue to focus on supporting comprehensive systems that provide programmatic data and not just financial information.

## 2007 Goals

- ▶ Increase the number of nonprofit organizations providing program information online
- ▶ Bring in other major funders to help create a comprehensive system for the entire nonprofit sector in the United States

## ORGANIZATIONAL EFFECTIVENESS

The Philanthropy Program supports grantees across the Foundation's programs by offering Organizational Effectiveness grants to build their capacity for effective work. These grants support organizations that desire external assistance on strategic planning, communications, technology, evaluation, executive transitions, board development, and fundraising.

In 2006, we supported communications training for grantees through the Communications Leadership Institute and the SPIN Academy. These trainings have helped dozens of organizations improve their communications skills to achieve their strategic goals.

## **2006 Highlights**

The Environmental Law and Policy Center received a grant to analyze the challenges of expanding its work into a larger geographic area.

In the midst of tremendous organizational change, the Film Arts Foundation received a grant to support an executive leadership transition.

The Latino Issues Forum received a grant, enabling it to develop a three-year strategic plan.

## **2007 Goals**

- ▶ Continue to enhance the management, leadership, and effectiveness of Foundation grantees

## PHILANTHROPY

### *Education and Support of Donors*

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#### **FORUM OF REGIONAL ASSOCIATIONS OF GRANTMAKERS**

Washington, DC

*For education of executives and staff at foundations* \$800,000

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#### **NATIONAL CENTER FOR FAMILY PHILANTHROPY**

Washington, DC

*For general support of the Pursuit of Excellence program* 250,000

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#### **SYNERGOS INSTITUTE**

New York, NY

*For the Senior Fellows Program  
(Collaboration with Global Development)* 200,000

### *Knowledge about Philanthropy*

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#### **DECISION RESEARCH**

Eugene, OR

*For the research of Paul Slovic et al. on  
people's response to large-scale humanitarian  
problems and personal tragedy as it relates  
to humanitarian response*

Collaboration with Special Projects

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#### **DUKE UNIVERSITY**

Durham, NC

*For costs associated with the publication of  
The Foundation: A Great American Secret* 55,000

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#### **FOUNDATION STRATEGY GROUP [NOW FSG SOCIAL IMPACT ADVISORS]**

Boston, MA

*For a study of evaluation practices in philanthropy* 450,000

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#### **INSTITUTE OF SOCIAL AND ETHICAL ACCOUNTABILITY**

London, United Kingdom

*For the creation and field trials of a learning and evaluation  
methodology for nonprofits and donors* 500,000

**STANFORD UNIVERSITY**

Stanford, CA

*For general support of the Stanford Center on Philanthropy and Civil Society*

600,000

*Marketplace for Effective Philanthropy***GREATER KANSAS CITY COMMUNITY FOUNDATION**

Kansas City, MO

*For the DonorEdge National Center; an online database of information about nonprofits*

600,000

**INNOVATION NETWORK**

Washington, DC

*For online tools for nonprofit planning and evaluation*

50,000

**NETWORK FOR GOOD**

Bethesda, MD

*For providing "Make a Donation" links on GuideStar's charity information page*

50,000

**ONE ECONOMY**

Washington, DC

*For the enhancement of the 2-1-1 Beehives to allow clients to rate and review social service providers*

75,000

**SUSTAINABLE NORTHWEST**

Portland, OR

*For strategic plan development of the Values Market program*

75,000

*Organizational Effectiveness***ACTION CANADA FOR POPULATION AND DEVELOPMENT**

Ottawa, Canada

*For a project to expand and diversify sources of funding (Collaboration with Population)*

25,000

**AFRICAN POPULATION AND HEALTH RESEARCH CENTRE**

Nairobi, Kenya

*For improving the overall effectiveness of the Centre (Collaboration with Population)*

25,000

**ARTS COUNCIL SILICON VALLEY**

San Jose, CA

*For theory-of-change consultant services  
for the Artsopolis Marketing Partnership*

Collaboration with Performing Arts

**BERKELEY SYMPHONY ORCHESTRA**

Berkeley, CA

*For executive transition and strategic planning  
(Collaboration with Performing Arts)*

50,000

**CARE**

Atlanta, GA

*For an integrated programmatic, fundraising,  
strategic, and communications plan  
(Collaboration with Population and Global Development)*

50,000

**CENTER FOR REPRODUCTIVE RIGHTS**

New York, NY

*For support of a brand and communications audit  
(Collaboration with Population)*

32,500

**CENTER ON RACE, POVERTY AND THE ENVIRONMENT**

San Francisco, CA

*For communications strategic planning for the Central Valley Air Quality  
Coalition (Collaboration with Environment)*

40,000

**COMMUNICATIONS LEADERSHIP INSTITUTE**

Washington, DC

*For the 2006 Leadership Development program*

65,500

*For the planning phase of the California Policymaker Outreach Project*

35,000

**ENGENDERHEALTH**

New York, NY

*For strategic planning activities (Collaboration with Population)*

30,000

**ENVIRONMENTAL LAW AND POLICY CENTER**

Chicago, IL

*For support of a strategic assessment of a Great Plains expansion program  
(Collaboration with Environment)*

40,000

**EQUAL ACCESS**

San Francisco, CA

*For strategic and fund development planning  
(Collaboration with Education)*

50,000

**FAMILY CARE INTERNATIONAL**

New York, NY

*For an institutional evaluation process (Collaboration with Population)* 25,000**FILM ARTS FOUNDATION**

San Francisco, CA

*For an organizational effectiveness grant to support technical assistance providers during an executive leadership transition (Collaboration with Performing Arts)* 25,000**FORUM OF REGIONAL ASSOCIATIONS OF GRANTMAKERS**

Washington, DC

*For planning on grantmaker education* 9,000**HIGH COUNTRY NEWS**

Paonia, CO

*For strategic planning to increase diversity (Collaboration with Environment)* 7,500**INDIANA UNIVERSITY**

Bloomington, IN

*For job search services to hire a director of the Philanthropy Incubator* 37,087**INNOVATION NETWORK**

Washington, DC

*For training of prospective grantees* 40,000**INTERNATIONAL RESCUE COMMITTEE**

New York, NY

*For developing a communications strategy for the Women's Commission for Refugee Women and Children (Collaboration with Population)* 30,000**INTERNATIONAL UNION FOR THE SCIENTIFIC STUDY OF POPULATION**

Paris, France

*For planning activities of three International Union for the Scientific Study of Population Scientific Panels (Collaboration with Population)* 30,000**JEFFERSON UNION HIGH SCHOOL DISTRICT**

Daly City, CA

*For strategic planning for the Daly City Youth Health Center (Collaboration with Population)* 12,500

<b>LATINO ISSUES FORUM</b> San Francisco, CA <i>For facilitation of a strategic planning process (Collaboration with Environment, Education, and Population)</i>	45,000
<b>LEARNING MATTERS</b> New York, NY <i>For succession and strategic planning (Collaboration with Education)</i>	50,000
<b>MAGIC THEATRE</b> San Francisco, CA <i>For an organizational effectiveness grant (Collaboration with Performing Arts)</i>	35,000
<b>PLAYWRIGHTS FOUNDATION</b> San Francisco, CA <i>For infrastructure assessment (Collaboration with Performing Arts)</i>	10,000
<b>PUBLIC HEALTH INSTITUTE</b> Oakland, CA <i>For strategic planning for the Pharmacy Access Partnership (Collaboration with Population)</i>	32,500
<b>RADIO BILINGUE</b> Fresno, CA <i>For a planning effort that combines organization-wide strategic planning with exploration of new technology delivery platforms (Collaboration with Environment)</i>	20,000
<b>RESOURCE MEDIA</b> San Francisco, CA <i>For organizational capacity-building projects (Collaboration with Environment)</i>	50,000
<b>SOUTHERN CALIFORNIA PUBLIC RADIO</b> Los Angeles, CA <i>For evaluation of Southern California Public Radio's education-related programming (Collaboration with Education)</i>	15,000
<b>TIDES CENTER</b> Washington, DC <i>For Editors' World to write a business plan that incorporates an integrated online marketing component</i>	Collaboration with Global Development

**TRANSPORTATION AND LAND USE COALITION**

Oakland, CA

*For development of an updated and more effective communications strategy (Collaboration with Environment)*

25,000

**UNION FOR AFRICAN POPULATION STUDIES**

Dakar-Ponty, Sénégal

*For a restructuring process and completion of a strategic plan (Collaboration with Population)*

10,000

**UNIVERSITY OF CALIFORNIA AT BERKELEY**

Berkeley, CA

*For evaluation and strategic planning aimed at strengthening research capacity and increasing policy impact for Policy Analysis for California Education (PACE) (Collaboration with Education)*

50,000

**WILD SALMON CENTER**

Portland, OR

*For program development of the North American Salmon Stronghold Partnership (Collaboration with Environment)*

70,000

**Z SPACE STUDIO**

San Francisco, CA

*For an organizational effectiveness grant (Collaboration with Performing Arts)*

30,000

*Other General Philanthropy Grants***COUNCIL ON FOUNDATIONS**

Washington, DC

*For government relations and public policy*

35,438

**FOUNDATION CENTER**

New York, NY

*For general operating support*

100,000

**INDEPENDENT SECTOR**

Washington, DC

*For general support*

500,000

**NATIONAL COMMITTEE FOR RESPONSIVE PHILANTHROPY**

Washington, DC

*For general support*

30,000



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**PENINSULA COMMUNITY FOUNDATION**

San Mateo, CA

*For support of the merger of Community Foundation Silicon Valley and Peninsula Community Foundation into the Silicon Valley Community Foundation (Collaboration with Special Projects and Regional)*

**500,000**

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**SILICON VALLEY COMMUNITY FOUNDATION**

San Mateo, CA

*For general support of the new Silicon Valley Community Foundation*

**Collaboration with Special Projects**

# POPULATION



## PROMOTING GOOD HEALTH IN NAIROBI SLUMS

Research to support sound public policy is a key part of the Hewlett Foundation's efforts to ensure good reproductive health in the developing world. With our support, the African Population and Health Research Center in Nairobi, Kenya, engages African scholars in wide-ranging research on crucial population and health issues facing sub-Saharan Africa.



The Center's objectives are threefold: to strengthen the institutional capacity to conduct research in Africa; to support researchers in developing and carrying out their work; and to disseminate research findings for use in formulating public policy.

In research conducted in the Nairobi slums in 2006, the Center learned that more than 90 percent of deaths among children and adults living in Nairobi's slum settlements could easily be prevented or treated; nearly one in ten children dies before age one; and of the three in ten women who have severe complications during or after pregnancy, only half seek care. Center officials now are working to see that Nairobi city leaders and civil servants consider these findings in formulating policy.

## ADVISING ABOUT EMERGENCY CONTRACEPTION

Facing an unwanted pregnancy is daunting, particularly when a woman has no access to sound advice. It was to answer that need that Not-2-Late.com was created more than a decade ago.



One of the Internet's first health-oriented Web sites, Not-2-Late.com is managed and operated by Hewlett grantees, the Association of Reproductive Health Professionals and the Office of Population Research at Princeton University. The site provides timely, accurate information about emergency contraception and the locations of pharmacists worldwide.

In 2006, a Foundation grant enabled a major redesign of the Web site in time for the Food and Drug Administration's approval of the first-ever over-the-counter emergency contraceptive. The revised site features the latest information in four languages, all drawn from medical literature; a searchable database of emergency contraception providers; and information about how regular contraceptive pills can be used for emergency contraception.

## POPULATION

*Improving the lives of people around the world through good family planning and reproductive health.*

The Hewlett Foundation has had a long history of working to improve reproductive health. Since 1967, the Population Program has awarded more than \$470 million to organizations around the world. The Program's goal is to promote voluntary family planning and good reproductive health for all because of the benefits to individuals, societies, and the entire global community.

With sustainable rates of population growth, people in the developing world can move beyond a life of bare subsistence, women and girls will lead healthier and safer lives, and children who are wanted by their parents can mature into responsible, productive adults.

Recognized for our early and sustained commitment, the Foundation is now one of the only major funders providing core support to all aspects of Population: improving access to good quality family planning and reproductive health services, strengthening population science, and improving understanding of the impact of demography on poverty alleviation and economic growth. We made great progress in all of these areas last year.

For example, last year we ended the exploratory phase and began a full-fledged effort to greatly reduce unwanted pregnancies in the United States (thereby significantly reducing abortion rates), initiated research and training to assess the impact of population and family planning and reproductive health on economic development, tested out models to strengthen links between family planning and reproductive health and HIV/AIDS, and expanded access to underused reproductive health technologies. Our international program focuses on the areas of the world with the most extreme poverty, particularly sub-Saharan Africa.

**In 2006, the Population Program made grants totaling \$64,523,868.**

## FAMILY PLANNING AND REPRODUCTIVE HEALTH IN THE U.S.

Rates of abortion, sexually transmitted infections, and teen pregnancy in the United States are among the highest of all industrialized countries. In fact, almost half of the 6.3 million pregnancies in the United States each year are unintended. The burden of poor reproductive health falls particularly hard on those with low incomes, teens, and women of color. In response, we made grants in 2006 to organizations furthering these goals:

***Ensuring good family planning and reproductive health programs and policies in the United States.*** Foundation grantees worked to assure all citizens full access to reproductive health services and education—and full exercise of their rights.

***Expanding family planning and reproductive health education and services to vulnerable populations in California.*** With our funding, advocates supported and providers implemented effective interventions to meet the needs of California's underserved populations, especially low-income youth.

## **2006 Highlights**

Opinion polls continue to show strong support for the need to provide a wide array of reproductive services and health information. In August 2006, the Food and Drug Administration approved over-the-counter status for emergency contraception for women eighteen years and older. Foundation grantees are continuing to focus on increasing access to emergency contraception and information about availability.

The Foundation is also making grants to build more diverse and representative constituencies for family planning and reproductive health. Given the strong relationship between poverty and unwanted pregnancies, abortion, and related medical problems in the United States, these grants are particularly important to help those most in need of improved services. The Program made a variety of grants in 2006 to organizations representing young people, communities of color, and low-income communities, which are significantly affected by reproductive health policies, yet have had relatively little voice in shaping policy.

Finally, in late 2006, the Foundation's board of directors approved a multiyear initiative aimed at reducing the number of unwanted pregnancies in the United States. This initiative is being led by the National Campaign to Prevent Teen Pregnancy, which is expanding its mission to also focus on reducing the high level of unwanted pregnancy among adults, especially those under thirty.

## **2007 Goals**

- ▶ Support institutions that are providing legal and policy analyses and defending Americans' access to abortion and reproductive services
- ▶ Maintain the supply of reproductive health providers and promote their voices in advocacy and policy discussions
- ▶ Make grants to organizations that advocate for policy reforms at state and local levels, especially for access to emergency contraception and to comprehensive sex education in public schools
- ▶ Broaden citizen support for family planning and reproductive health issues

- ▶ Fund research on Latino reproductive health issues and apply it to advocacy and program design
- ▶ Expand teen pregnancy prevention efforts in California's Central Valley, home to the state's highest teen birth rates

## INTERNATIONAL ACCESS TO FAMILY PLANNING AND REPRODUCTIVE HEALTH

More than 100 million women worldwide lack access to family planning, and many times that number lack other essential reproductive health services. The urgent need is underscored by an epidemic of sexually transmitted infections, including HIV/AIDS. In 2006, we continued to tackle these problems among the world's poorest people—especially in sub-Saharan Africa—and made significant progress in two areas:

***Expanding access to underused reproductive health options.*** Grantees worked to reduce the political and practical barriers that keep four safe, reliable technologies out of the reach of those in need: emergency contraception, intrauterine devices, female condoms, and surgical and medication abortions.

***Incorporating family planning and reproductive health services into HIV/AIDS programs.*** Unsafe sex is the common cause of both unintended pregnancies and exposure to sexually transmitted diseases. Yet efforts to combat them are rarely coordinated. The Population Program made a number of grants to support links between reproductive health and HIV/AIDS prevention, including research, demonstration projects, and gatherings of technical experts and policymakers that stimulate new solutions.

### 2006 Highlights

With levels of sexual violence and unsafe abortion high throughout much of Africa, the Program made grants to broaden the limited availability of emergency contraception. Emergency contraception can help reduce unintended pregnancies as well as provide an opportunity to fulfill a still broad unmet need for regular contraception. In 2006, these grants went to both the public and private sectors in Kenya.

The Program's support for the linking of sexual and reproductive health issues with those surrounding HIV/AIDS prompted it to help the World Health Organization and partner agencies convene a global conference on the sexual and reproductive health and the rights of people living with HIV/AIDS. This first-of-its-type global conference was accompanied by a series of background papers that together it is hoped will guide the creation of authoritative policies to address the sexual and reproductive health needs of HIV-positive people. Foundation grantees also have been working with the largest multilateral HIV/AIDS funder—the Global Fund for AIDS, Tuberculosis and Malaria—to increase funding for family planning and reproductive health.

Finally, last fall the Program helped raise the profile of sexual and reproductive health issues among decisionmakers in Africa by supporting a special session on the topic at the Conference of African Union Ministers of Health. At this conference, the ministers adopted a plan to integrate sexual and reproductive health services into the delivery of primary health care to help African nations reduce poverty and reach the Millennium Development Goals on maternal mortality, infant and child mortality, and HIV/AIDS. Regional efforts such as this conference were bolstered by a series of papers the Program commissioned on sexual and reproductive health that a leading medical journal, *The Lancet*, published in November. The series highlighted sound, evidence-based sexual and reproductive health policies in the international public health dialogue and underscored the need for universal access to reproductive health to promote individual health and well-being, reduce population growth, and contribute to sustainable development and the alleviation of poverty.

## 2007 Goals

- ▶ Support organizations that emphasize the delivery of comprehensive family planning and reproductive health services, safe abortion, and links among HIV/AIDS and family planning and reproductive health programs
- ▶ Support research on how to increase the use of underused contraceptive methods
- ▶ Advocate for an evidence-based, integrated approach to HIV/AIDS and reproductive health that can guide program, policy, and funding decisions
- ▶ Foster greater political commitment nationally and internationally for policy reform and other support of universal access to sexual and reproductive information and services

## TRAINING, RESEARCH, AND ADVOCACY

To advance sound policy, the Program promotes timely, evidence-based analyses of family planning and reproductive health issues that have practical applications. Grants in 2006 emphasized:

***Exploring the impact of population dynamics on economic development.*** Grantees analyzed the links between population issues and poverty. The research will help policymakers understand the role of family planning and reproductive health in improving the economic well-being of people in developing countries.

***Advancing policy-relevant research.*** With Foundation support, major research institutions focused attention on significant population trends, such as the stall in declining fertility rates and the demographic impact of HIV.

***Training the next generation of population experts.*** Program funds strengthened key population science programs in African universities to enable more graduates to guide their countries' family planning and reproductive health policies.

***Advocating for more effective international reproductive health policies and development assistance.*** With the support of Foundation funding, advocates from Europe to Asia to the United States worked to secure greater commitment to family planning and reproductive health in government policies and development assistance.

## 2006 Highlights

Because the United Nations Millennium Development Goals emphasize poverty reduction, and because family planning and reproductive health affect standards of living and economic progress, it is critical to understand how these development priorities are related. Foundation grantees have led the way. Both the African Economic Research Consortium and the Population Reference Bureau advanced policy-oriented research on these links, joining with other development economists and demographers at the end of 2006 to share results. The Economic and Social Research Council of the United Kingdom agreed to contribute £1 million, to be matched by the Foundation, toward European and African population/poverty research.

One of the main bottlenecks to development in sub-Saharan Africa is the dearth of trained African specialists willing to work on the continent. This year, the Foundation addressed this problem by enabling five universities—the University of Witwatersrand and the University of Cape Town in South Africa; the University of Ghana at Legon and the University of Cape Coast in Ghana; and IFORD in Cameroon—to improve their master's and doctoral programs in population science. For the first time, we also brought these universities together with the INDEPTH Network, a Ghana-based grantee conducting long-term demographic and epidemiological studies at thirty-nine sites worldwide. This connection promises to help the staffing and research efforts of both sets of African population scientists.

## 2007 Goals

- ▶ Invest in organizations known within the field as Centers of Research Excellence on the issue of how population and poverty are related, as well as other policy-relevant research in Africa and worldwide
- ▶ Fund and disseminate research on the economic impact of abortion-related morbidity and mortality
- ▶ Stimulate research on the interaction of population issues and poverty among promising scholars globally and in international financial institutions
- ▶ Strengthen relationships between research and advocacy organizations in family planning and reproductive health



- ▶ Make demographic and reproductive health–related data easily available to scholars, policymakers, and advocates
- ▶ Encourage scholarship, research, and training related to sub-Saharan population issues in selected universities
- ▶ Increase the effectiveness of overseas development assistance and other international policies for family planning and reproductive health

## POPULATION

### *Education in Africa Initiative*

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#### **ACADEMY FOR EDUCATIONAL DEVELOPMENT**

Washington, DC

*For general support of the*

*Basic Education Coalition*      **Collaboration with Education and Global Development**

### *Family Planning and Reproductive Health in the U.S.*

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#### **ADVOCATES FOR YOUTH**

Washington, DC

*For general operating support*

\$1,050,000

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#### **AMERICAN CIVIL LIBERTIES FOUNDATION OF NORTHERN CALIFORNIA**

San Francisco, CA

*For support of the Reproductive Rights Project*

200,000

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#### **ASIAN COMMUNITIES FOR REPRODUCTIVE JUSTICE**

Oakland, CA

*For general operating support*

150,000

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#### **BAYVIEW HUNTERS POINT FOUNDATION**

San Francisco, CA

*For general operating support of the*

*Bayview Hunters Point Healing Arts Center*      **Collaboration with Regional Grants**

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#### **CALIFORNIA PLANNED PARENTHOOD EDUCATION FUND**

Sacramento, CA

*For general operating support*

300,000

*For general operating support of the California Coalition for  
Reproductive Freedom program*

120,000

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#### **CATHOLICS FOR A FREE CHOICE**

Washington, DC

*For general operating support*

675,000

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#### **CENTER FOR REPRODUCTIVE RIGHTS**

New York, NY

*For support of a brand and  
communications audit*

**Collaboration with Philanthropy**

**CHILD TRENDS**

Washington, DC

*For general operating support for the Fertility and Family  
Structure Program*

525,000

**CHOICE USA**

Washington, DC

*For general operating support*

300,000

**JEFFERSON UNION HIGH SCHOOL DISTRICT**

Daly City, CA

*For strategic planning for the Daly City  
Youth Health Center*

Collaboration with Philanthropy

*For general operating support of the Daly  
City Youth Health Center*

Collaboration with Regional Grants

**LATINO ISSUES FORUM**

San Francisco, CA

*For facilitation of a  
strategic planning  
process*

Collaboration with Environment, Education, and Philanthropy

*For a project to advance reproductive health and rights of  
Latinas in California*

300,000

**NATIONAL CAMPAIGN TO PREVENT TEEN PREGNANCY**

Washington, DC

*For general operating support*

1,000,000

**NATIONAL FAMILY PLANNING AND REPRODUCTIVE HEALTH ASSOCIATION**

Washington, DC

*For general operating support*

1,000,000

**NATIONAL PARTNERSHIP FOR WOMEN AND FAMILIES**

Washington, DC

*For general operating support*

220,000

**NATIONAL WOMEN'S LAW CENTER**

Washington, DC

*For general operating support of the National Women's Law Center's  
Reproductive Rights and Health Program*

450,000

**PLANNED PARENTHOOD GOLDEN GATE**

San Francisco, CA

*For support of teen pregnancy prevention*

Collaboration with Regional Grants

**PUBLIC HEALTH INSTITUTE**

Oakland, CA

*For strategic planning for the Pharmacy**Access Partnership*

Collaboration with Philanthropy

**RELIGIOUS COALITION FOR REPRODUCTIVE CHOICE**

Washington, DC

*For general operating support*

450,000

**SEXUALITY INFORMATION AND EDUCATION COUNCIL OF THE UNITED STATES**

New York, NY

*For general operating support*

1,000,000

**SISTERSONG**

Atlanta, GA

*For a project to advance reproductive health and justice for women of color*

200,000

**WOMEN'S FOUNDATION**

San Francisco, CA

*For the Women's Policy Institute*

200,000

*Initiative to Reduce the Need for Abortion***AMERICAN ENTERPRISE INSTITUTE FOR PUBLIC POLICY RESEARCH**

Washington, DC

*For support of the Special Initiative to Reduce the Need for Abortion*

180,000

**BROOKINGS INSTITUTION**

Washington, DC

*For support of the Special Initiative to Reduce the Need for Abortion*

185,000

**EDUCATION, TRAINING AND RESEARCH ASSOCIATES**

Scotts Valley, CA

*For support of the Special Initiative to Reduce the Need for Abortion*

310,000

*For support of the Special Initiative to Reduce the Need for Abortion*

50,000

**THE GUTTMACHER INSTITUTE**

New York, NY

*For support of the Special Initiative to Reduce the Need for Abortion*

515,000

**NATIONAL CAMPAIGN TO PREVENT TEEN PREGNANCY**

Washington, DC

*For general operating support*

18,000,000

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*International Access to Family Planning and Reproductive Health*


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**CENTER FOR PUBLIC INTEGRITY**

Washington, DC

*For support of the Policy by Providence: U.S. Involvement in Health Policy Abroad project*

75,000

**EDUCATION, TRAINING AND RESEARCH ASSOCIATES**

Scotts Valley, CA

*For an analysis of HIV incidence in Uganda*

75,000

**ENGENDERHEALTH**

New York, NY

*For general operating support*

535,000

*For strategic planning activities*

Collaboration with Philanthropy

**FAMILY CARE INTERNATIONAL**

New York, NY

*For an institutional evaluation process*

Collaboration with Philanthropy

*For general operating support*

100,000

**FRITZ INSTITUTE**

San Francisco, CA

*For the development of a new model to increase the effectiveness of African humanitarian organizations (Collaboration with Special Projects and Global Development)*

100,000

**FUNDACIÓN MEXICANA PARA LA PLANEACIÓN FAMILIAR**

Mexico City, Mexico

*For general operating support*

400,000

**GLOBAL FUND FOR WOMEN**

San Francisco, CA

*For general operating support of the Global Fund for Women's Advancing Health and Sexual & Reproductive Rights program*

250,000

**INTERNATIONAL AIDS VACCINE INITIATIVE**

New York, NY

*For support of an HPV Vaccine Project*

200,000

**INTERNATIONAL COUNCIL ON MANAGEMENT OF POPULATION PROGRAMMES**

Ampang, Malaysia

*For general operating support*

300,000

**INTERNATIONAL PLANNED PARENTHOOD FEDERATION**

London, United Kingdom

*For support of a Conference of African Health Ministers* 100,000*For general operating support* 6,700,000**INTERNATIONAL RESCUE COMMITTEE**

New York, NY

*For developing a communications strategy for**the Women's Commission for Refugee Women**and Children*

Collaboration with Philanthropy

**JOHNS HOPKINS UNIVERSITY, CENTER FOR COMMUNICATION PROGRAMS**

Baltimore, MD

*For the Center for Communication Program's family**planning/reproductive health and HIV/AIDS Web site* 200,000**MANAGEMENT SCIENCES FOR HEALTH**

Cambridge, MA

*For a reproductive health project in Afghanistan* 400,000**MARIE STOPES INTERNATIONAL**

London, United Kingdom

*For general operating support* 3,000,000**PATH**

Seattle, WA

*For research on reproductive health technologies* 200,000**POPULATION COUNCIL**

New York, NY

*For an emergency contraception initiative in Africa* 1,085,000**POPULATION SERVICES INTERNATIONAL**

Washington, DC

*For social marketing of emergency contraceptives in India* 1,000,000*For an emergency contraception program in Kenya* 1,515,000**PUBLIC HEALTH INSTITUTE**

Oakland, CA

*For technical assistance in reproductive health and family planning initiatives in sub-Saharan Africa* 275,000*For support of a technical expert aimed at strengthening linkages between HIV/AIDS prevention and family planning and reproductive health policies and services* 204,000

**REFUGEES INTERNATIONAL**

Washington, DC

*For general operating support* 400,000**REPRODUCTIVE HEALTH RESEARCH UNIT**

Durban, South Africa

*For a planning grant to design a program to link family planning/reproductive health and HIV/AIDS programs in South Africa* 100,000**SAVE THE CHILDREN**

Westport, CT

*For reproductive health activities* 525,000**WORLD HEALTH ORGANIZATION**

Geneva, Switzerland

*For The Lancet's Sexual and Reproductive Health Series 2006* 25,000*For policy and programmatic guidance on reproductive choices for people living with HIV/AIDS* 350,000*For a conference in India on "Actions to Strengthen Linkages between Sexual and Reproductive Health and HIV/AIDS"* 36,417**WORLD YOUNG WOMEN'S CHRISTIAN ASSOCIATION**

Geneva, Switzerland

*For general operating support* 250,000*Special Opportunities***COLUMBIA UNIVERSITY, MAILMAN SCHOOL OF PUBLIC HEALTH**

New York, NY

*For a special fundraising campaign to honor**Dr. Allan Rosenfield***Collaboration with Special Projects***For preparation of a compilation and published review of**Dr. Allan Rosenfield's contributions to the field of reproductive health and public health*

82,000

**PENNSYLVANIA STATE UNIVERSITY**

University Park, PA

*For the Emergence of Family Planning, a series of case studies on how national family planning policies and programs emerged*

30,000

**UNITED NATIONS FOUNDATION**

Washington, DC

*For programs in Africa* 1,000,000

## *Training, Research, and Advocacy*

### **ACTION CANADA FOR POPULATION AND DEVELOPMENT**

Ottawa, Canada

*For a project to expand and diversify sources of funding*

Collaboration with Philanthropy

### **AFRICAN ECONOMIC RESEARCH CONSORTIUM**

Nairobi, Kenya

*For general operating support*

*(Collaboration with Special Projects and Global Development)*

68,000

*For conducting a meeting titled "Poverty Reduction and Economic Growth: The Impact of Population Dynamics and Reproductive Health Outcomes in Africa"*

100,000

### **AFRICAN POPULATION AND HEALTH RESEARCH CENTRE**

Nairobi, Kenya

*For improving the overall effectiveness of the Centre*

Collaboration with Philanthropy

*For general operating support*

1,500,000

*For work with community groups and programs to promote the well-being of Africans in slum communities (Collaboration with Special Projects)*

15,000

*For support of management organizational structuring and development*

41,451

### **AMERICAN UNIVERSITY IN CAIRO**

Cairo, Egypt

*For general operating support of the American University in Cairo's Social Research Center*

150,000

### **BROWN UNIVERSITY**

Providence, RI

*For general support of Brown University's Population Studies and Training Center*

500,000

### **CARE**

Atlanta, GA

*For general operating support*

250,000

*For an integrated programmatic, fundraising, strategic, and communications plan*

Collaboration with Global Development and Philanthropy

### **CENTER FOR CULTURAL AND TECHNICAL INTERCHANGE BETWEEN EAST AND WEST**

Honolulu, HI

*For a research project on the future of development assistance for population and reproductive health*

45,000



**CENTER FOR GLOBAL DEVELOPMENT**

Washington, DC

*For activities promoting improved collection and use of demographic and reproductive health data for development*

200,000

*For general operating support of the Population Dynamics and Economic Development Program*

400,000

**COMMUNICATIONS CONSORTIUM MEDIA CENTER**

Washington, DC

*For general operating support*

300,000

**COUNCIL ON FOREIGN RELATIONS**

Washington, DC

*For general support of the**Center for Universal**Education***Collaboration with Education and Global Development****DEUTSCHE STIFTUNG WELTBEOVÖLKERUNG**

Hannover, Germany

*For general operating support*

1,000,000

**ECONOMIC AND SOCIAL RESEARCH COUNCIL**

Swindon, United Kingdom

*For the joint Hewlett/Economic and Social Research Council population/reproductive health and economic development research scheme*

1,800,000

**EQUILIBRES & POPULATIONS**

Paris, France

*For general operating support*

600,000

**FUNDERS NETWORK ON POPULATION REPRODUCTIVE HEALTH AND RIGHTS**

Rockville, MD

*For general operating support*

225,000

**IFORD**

Yaounde, Cameroon

*For general operating support*

250,000

**INDEPTH NETWORK**

Accra, Ghana

*For a partnership matching analytic and training skills and opportunities among INDEPTH Network's demographic surveillance sites and university population training centers in Ghana, Kenya, and South Africa*

522,000

**INSTITUTE OF DEVELOPMENT STUDIES**

Brighton, United Kingdom

*For an expert consultation on the economic impact of abortion-related morbidity and mortality*

100,000

**INSTITUTE OF INTERNATIONAL EDUCATION**

New York, NY

*For general operating support of the African Partnership Travel & Learning Fund (Collaboration with Special Projects, Education, and Global Development)*

200,000

**INTERNATIONAL CENTER FOR RESEARCH ON WOMEN**

Washington, DC

*For general operating support*

1,000,000

**INTERNATIONAL UNION FOR THE SCIENTIFIC STUDY OF POPULATION**

Paris, France

*For planning activities of three International Union for the Scientific Study of Population Scientific Panels*

Collaboration with Philanthropy

**INTERNATIONAL WOMEN'S HEALTH COALITION**

New York, NY

*For general operating support*

360,000

*For general operating support*

180,000

**IZAACK WALTON LEAGUE OF AMERICA**

Gaithersburg, MD

*For general operating support of the Izaak Walton League of America's Sustainability Education program*

50,000

**NATIONAL AUDUBON SOCIETY**

Anchorage, AK

*For general operating support of the National Audubon Society's Population and Habitat program*

100,000

**NATIONAL WILDLIFE FEDERATION**

Washington, DC

*For general operating support of the National Wildlife Federation's Population and Environment Program*

50,000

**NEW ZEALAND FAMILY PLANNING ASSOCIATION**

Wellington, New Zealand

*For the Asia Pacific Alliance: Advancing the International Conference on Population and Development Agenda*

100,000

<b>POPULATION ACTION INTERNATIONAL</b> Washington, DC <i>For general operating support</i>	1,300,000
<b>POPULATION ASSOCIATION OF AMERICA</b> Silver Spring, MD <i>For general operating support</i>	400,000
<b>POPULATION REFERENCE BUREAU</b> Washington, DC <i>For general operating support of the Population Reference Bureau's Dissertation Fellowship in Population, Reproductive Health and Economic Development program</i>	200,000
<i>For general operating support of the Population Reference Bureau's Centers of Research Excellence in Population/Reproductive Health and Economic Development program</i>	3,300,000
<b>SIERRA CLUB</b> San Francisco, CA <i>For general operating support of the Sierra Club's Global Population and Environment Program</i>	75,000
<b>UNION FOR AFRICAN POPULATION STUDIES</b> Accra, Ghana <i>For general operating support</i>	100,000
<i>For a restructuring process and completion of a strategic plan</i>	Collaboration with Philanthropy
<b>UNITED NATIONS FOUNDATION</b> Washington, DC <i>For general support of UNFPA's advocacy program</i>	1,000,000
<b>UNIVERSIDADE FEDERAL DE MINAS GERAIS</b> Minas Gerais, Brazil <i>For general operating support of Universidade Federal de Minas Gerais' Center for Development and Regional Planning</i>	250,000
<b>UNIVERSITY OF COLORADO AT BOULDER, INSTITUTE OF BEHAVIORAL SCIENCE</b> Boulder, CO <i>For general operating support of the African Population Studies Research and Training Program</i>	900,000

# REGIONAL GRANTS



## SERVING THE COMMUNITY THROUGH THE ARTS

Since its founding in 1976 as a way to make video technology available to independent motion picture makers, the Bay Area Video Arts Coalition has become one of the nation's most advanced media access and training centers, producing more than 12,000 non-commercial media projects and training 35,000 people to use its state-of-the-art facilities.



Today BAVAC is a hive of media activity, helping to create SPARK, a San Francisco public television documentary on local artists; teaching low-income youth to create media content; and even supporting a hip-hop music label. Since the late 1990s, its YouthLink program has helped train a new generation of media-makers through a comprehensive after-school program in Web design and video production.

A Hewlett Foundation grant recipient since 1983, the Coalition hopes to use its current funding to increase distribution of its training DVD and increase its online training products to reach 5,000 users by the end of 2007, among other goals.

## GOING TO BAT FOR BAY AREA YOUTH

One of the most effective ways to promote the healthy development of young people—physically, emotionally, and cognitively—is high-quality, after-school sports programs.



Founded in 2001 with a focus on San Francisco and Alameda counties, Team-Up for Youth initially focused on working with sports organizations to level the playing field for low-income children by assuring that coaches and affordable equipment were available.

Team-Up quickly has become recognized as one of the nation's premier youth sports development agencies, cultivating leadership and public engagement and sharing successful techniques with a wide range of policymakers. In addition to making \$4 million in grants to expand youth sports in the Bay Area, Team-Up has created a program that trains scores of college students to serve as volunteer coaches, among other initiatives.

In 2006 the Hewlett Foundation joined Team-Up for Youth's founding funders—the Evelyn & Walter Haas, Jr. Fund; the Robert Wood Johnson Foundation; and others—becoming a backer with a \$200,000 grant for general support.

## REGIONAL GRANTS—SERVING DISADVANTAGED COMMUNITIES

*Serving disadvantaged communities in the Bay Area and Central Valley.*

William and Flora Hewlett had an abiding commitment to strengthening the community in which they lived. Following their example, the Foundation provides operating support to promising nonprofit organizations that offer a variety of services to disadvantaged communities in the Bay Area and Central Valley.

After several years' experience in making grants through a Regional Grants Program, we have learned that we can most effectively serve local disadvantaged communities by calling on the expertise of the staff in our Education, Performing Arts, Environment, and Population Programs. In 2006, the Foundation began making regional grants in collaboration with these core programs. And beginning in 2007, they will make these grants directly, eliminating infrastructure and attendant administrative costs of a separate regional program.

We have committed approximately \$8 million for disadvantaged communities in 2007.

**In 2006, the Regional Grants Program made grants totaling \$7,991,000.**

### ARTS EDUCATION PROGRAMS

By design, the Foundation's Performing Arts Program has a regional focus, making grants to improve the quality of performing arts in the Bay Area. With respect to disadvantaged communities in particular, we have supported organizations that combine social and artistic goals. In 2006, arts education grants to local nonprofits aimed at:

*Supporting cultural expression among recent immigrants.*

*Connecting youth to community civic life.*

*Using art to engage students in learning.*

### 2006 Highlights

Numerous studies have revealed the value of arts education for at-risk youth. With help from a Foundation grant, the Destiny Arts Center in North Oakland served youth aged three to eighteen from sixteen different schools. Ninety-two percent of these children qualified for free lunch programs at their schools; 80 percent were people of color.

After school hours, professional instructors helped these students develop their own artistic styles; nurtured their physical, emotional, and spiritual development; and taught them to deal creatively and peacefully with potentially violent situations.

Destiny's community impact was also magnified through student performances. Since the Center opened in 1988, its young artists have performed more than 350 times, introducing thousands of Bay Area families to its message of nonviolence using contemporary youth culture and the performing arts as the medium.

## 2007 Goal

- ▶ Increase arts education for low-income communities, especially for youth

## INSTRUCTIONAL IMPROVEMENT AND PARENTAL ENGAGEMENT

In a region with wide gaps in income and educational opportunity, many disadvantaged youth fall far behind, eventually dropping out of school to take low-paying, dead-end jobs. In 2006, Regional Grants and the Education Program worked to reverse this trend. In the Ravenswood City School District in East Palo Alto and Hayward School Districts, we funded initiatives focused on:

*Improving classroom instruction.*

*Enriching after-school programs with learning opportunities.*

*Increasing parents' engagement with their children's education.*

## 2006 Highlights

After-school programs offer a prime opportunity to extend learning throughout the day. However, for children in low-performing school districts, these programs are rarely aligned with classroom teaching. And program staff often lack the skills to help children—especially English-language learners—who struggle with math and literacy. In 2006, we made grants to the Ravenswood City School District, the New Teacher Center, and the Boys and Girls Club, all aimed at coaching after-school staff and piloting small-group, after-hours instruction programs in five East Palo Alto schools.

Children do better when their parents are actively engaged in their education. Yet many Bay Area parents, particularly new immigrants, are frustrated by unfamiliarity with our educational system and poor communication with predominantly English-speaking teachers. Grants to Nuestra Casa in East Palo Alto have successfully addressed these problems by supporting immigrant parent organizing and education. In 2006, 247 parents enrolled in its English as a Second Language (ESL) program, and 11 percent tested into community college-level ESL courses at the program's end. And under the guidance of a newly hired parent organizer, 201 adults participated in a Parent

Leadership Institute, with 27 percent improving their ability to communicate about their children’s educational progress.

## 2007 Goals

- ▶ Increase the literacy and math proficiency of 80 percent of the children participating in demonstration programs in four East Palo Alto schools
- ▶ Create a Web-based system of all student services that can be easily accessed and regularly used by teachers
- ▶ Complete the parental engagement plan in the Hayward School District

## NEIGHBORHOOD IMPROVEMENT INITIATIVE

It is inevitable that not every attempt to tackle complex social problems will fulfill its aspirations. In 1996, the Foundation launched a \$20 million, ten-year Neighborhood Improvement Initiative to improve the lives of residents in three disadvantaged neighborhoods in the Bay Area: East Palo Alto, the Mayfair area of San Jose, and West Oakland. The goals of the initiative included the reduction of poverty in those communities. While the initiative did make a difference—creating new support organizations and nurturing new community leadership—the results fell short of the goal and did not reflect the large investments of financial and human resources.

In 2006, the Foundation commissioned two acknowledged experts in the field of community development to interview some two dozen individuals inside and outside the Foundation to undertake a frank assessment of what went right, what went wrong, and to provide lessons to others who may choose to participate in such initiatives.

The researchers concluded that the connections between the initiative’s various goals and strategies were insufficiently defined and that difficult relationships among the initiative’s various participants made its goal more difficult to achieve. Among the researchers’ central conclusions were that foundations undertaking such complex projects must be willing to directly address the power dynamics among participants and that all parties must be willing to learn and modify expectations as work unfolds.

## OPPORTUNITY GRANTS

In 2006, we also made grants to promising projects outside the Foundation’s core programs. These grants funded community-based initiatives, work on foster youth, and technology support for low-income communities.



## 2006 Highlights

In 2006, the Foundation joined Communities of Opportunity, an innovative initiative to confront poverty in San Francisco. One of our grantees, the Bridgespan Group, completed the strategic plan that led to this reform project. Communities of Opportunity is a partnership between the City and County of San Francisco, a host of community-based organizations, and private foundations. The initiative aims to increase safety, expand job opportunities, and strengthen social capital in the long-neglected Bayview Hunters Point and Visitacion Valley neighborhoods. It will disperse resources across the city's departmental lines to a small number of particularly needy families. This approach will target dollars more effectively and generate savings that can be used for prevention, rather than intervention, outside targeted areas.

To help homeless and low-income people move out of poverty, we continued our support for REDF, a regrantor that works hand-in-hand with a portfolio of Bay Area nonprofits that operate social enterprises. These businesses create work opportunity for individuals who are often barred from employment by their criminal history or lack of housing, education, or training. By providing access to people, funding, technology, and knowledge, REDF helped five nonprofits create jobs and training for these workers in 2006. Seventy-seven percent of the employees are still at work, and their housing stability improved from 57 percent to 73 percent.

## 2007 Goals

- ▶ Help REDF expand its donor base
- ▶ Support construction of new units of foster youth housing
- ▶ Use community foundations' regional expertise to effectively regrant Foundation funds
- ▶ Back large-scale, high-impact opportunities to improve disadvantaged Bay Area communities

## TEEN PREGNANCY PREVENTION

The Foundation is tackling the problem of teen pregnancy, which is endemic in low-income communities throughout the Bay Area and Central Valley. In 2006, the Population Program made grants to extend reproductive health and outreach services to sexually active, low-income teens. Our core strategy involved:

***Expanding direct services in teen pregnancy hotspots.*** We funded efforts to increase the number of young clients at health centers that provide teen-friendly, culturally competent family planning and reproductive health services.

***Improving the quality and efficiency of services.*** Grantees were encouraged to develop innovative approaches that could be published in peer-reviewed journals and adopted by other organizations.

***Helping grantees become financially sustainable.*** We supported the implementation of good organizational practice, strengthened core functions with general operating support, and collaborated with other donors to diversify grantees' funding sources.

## **2006 Highlights**

Each year, more than 60,000 women, men, and youth visit Planned Parenthood Golden Gate's eight Bay Area health centers. Our 2006 grant to this organization will help it reach the still-underserved group of low-income teens. By supporting the Teen Pregnancy Prevention Initiative, the Foundation advanced two key strategies for improving teens' overall quality of care and use of Planned Parenthood services. First, the organization will be able to attract and retain experienced clinicians with competitive salaries and benefits, allowing them to staff extended hours in Teen Clinics. Second, by improving the cultural competency of providers working with teens, Planned Parenthood hopes to reach its ultimate goal of reducing pregnancies among an increased clientele.

In 2006, we also extended general operating support to Bayview Hunters Point Healing Arts Center, a full-service adolescent health and youth development center under the fiscal sponsorship of the Bayview Hunters Point Foundation. One of San Francisco's most disadvantaged neighborhoods, Bayview is also home to the largest number of youth in the city.

## **2007 Goals**

- ▶ Maintain reproductive health services to 2,400 Daly City youth
- ▶ Expand services to Bayview Hunters Point adolescents
- ▶ Investigate providing services to at-risk Central Valley youth
- ▶ Identify and assess potential intermediary grantees, such as community foundations

## **URBAN PLANNING AND ENVIRONMENTAL EDUCATION**

Poor Bay Area communities have fewer parks per capita than other parts of the region, and residents have fewer opportunities to get out into open spaces. Low-income neighborhoods also tend to have worse public transportation options. Fortunately, there are state and local funds available to address these inequities—as well as well-

managed nonprofits skilled in getting a fair share of these funds for disadvantaged communities. In 2006, the Environment Program supported these organizations in:

*Expanding access to parks and open spaces.*

*Improving options for walking, biking, and public transit.*

*Providing environmental education to low-income children.*

## **2006 Highlights**

In June 2006, we made a grant to the Transportation and Land Use Coalition to help low-income communities secure public transportation funds. This money will empower neighborhoods to create bus routes to health clinics and community colleges, develop safe routes for children to walk or bike to school, and improve pedestrian safety at intersections.

A grant to the Rose Foundation supported nine local groups working to alleviate environmental degradation that damages public health in poor Bay Area communities. With this funding, the foundation will also seed a variety of after-school environmental education programs that focus on issues such as the cultivation of organic foods and the health effects of poor water and air quality.

We also supported the Peninsula Community Foundation's Center for Venture Philanthropy which, in turn, supports fifteen environmental programs in low-income areas of San Mateo County, linking high school science classes with environmental groups, making science curricula come alive with field trips and applied experiments, and encouraging local environmental groups to become more culturally competent.

## **2007 Goals**

- ▶ By 2009, help fifteen Oakland schools increase the number of children walking or biking to school by 50 percent
- ▶ Launch a new bus rapid transit project in East Oakland by 2008
- ▶ Enable fifteen environmental organizations to reach low-income youth of color
- ▶ Expand outdoor experiential learning programs in schools

## REGIONAL GRANTS

### *Arts Education Programs*

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#### **BAY AREA VIDEO COALITION**

San Francisco, CA

*For support of the expansion of a youth digital music production training program (Collaboration with Performing Arts)*

\$500,000

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#### **DESTINY ARTS CENTER**

Oakland, CA

*For support of dance, theater, martial arts, violence prevention, and leadership instruction to young people as a means to end isolation, prejudice, and violence in Richmond, CA (Collaboration with Performing Arts)*

250,000

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#### **MAYFAIR IMPROVEMENT INITIATIVE**

San Jose, CA

*For the use of a popular theater as a community-organizing and education tool in low-income East San Jose neighborhoods (Collaboration with Performing Arts)*

250,000

### *Instructional Improvement and Parental Engagement*

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#### **EAST BAY COMMUNITY FOUNDATION**

Oakland, CA

*For regranting of funds to encourage greater parent participation in the Hayward public schools and in their children's education (Collaboration with Education)*

300,000

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#### **UNIVERSITY OF CALIFORNIA AT SANTA CRUZ**

Santa Cruz, CA

*For providing systemwide professional development support to the Ravenswood City School District (Collaboration with Education)*

1,000,000

### *Neighborhood Improvement Initiative*

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#### **BOYS AND GIRLS CLUB OF THE PENINSULA**

Menlo Park, CA

*For support of an after-school literacy and math program for children in two East Palo Alto schools (Collaboration with Education)*

200,000

**COMMUNITY DEVELOPMENT INSTITUTE**

East Palo Alto, CA

*For support of Nuestra Casa's parent English literacy and leadership development in East Palo Alto* 200,000

*For support of the Pacific Islander Community Center's youth programs in East Palo Alto* 25,000

*For Nuestra Casa's youth program to increase new Latino immigrants' English language proficiency, help them adjust to a new society, and take action in the community* 75,000

**FRESH LIFELINES FOR YOUTH**

San Jose, CA

*For preventing juvenile crime and incarceration through legal education, mentoring, and leadership training for East Palo Alto youth* 200,000

**ONE EAST PALO ALTO NEIGHBORHOOD IMPROVEMENT INITIATIVE**

East Palo Alto, CA

*For support of One East Palo Alto's coordination of after-school services at Cesar Chavez Academy, the expansion of its summer jobs program for youth, and leadership of the Crime Reduction Taskforce* 246,000

**OPPORTUNITIES INDUSTRIALIZATION CENTER WEST**

Menlo Park, CA

*For eight summer employment programs for East Palo Alto youth* 620,000

**RAVENSWOOD CITY SCHOOL DISTRICT**

East Palo Alto, CA

*For the Ravenswood City School District After School programs* 230,000

*Opportunity Grants***CHARLES AND HELEN SCHWAB FOUNDATION**

San Mateo, CA

*For an evaluation of the Foster Youth Housing Initiative* 75,000

**CHRONICLE SEASON OF SHARING FUND**

San Francisco, CA

*For general support* 50,000

**COMMUNITY FOUNDATION SILICON VALLEY**

San Jose, CA

*For the Palo Alto Weekly Holiday Fund* 25,000

**ONE ECONOMY**

Washington, DC

*For improving content on an online education Web site and to support a youth technology program benefiting the residents of affordable housing developments in San Francisco and San Jose (Collaboration with Education)*

200,000

**PENINSULA COMMUNITY FOUNDATION**

San Mateo, CA

*For general support of the 2006–7 Holiday Fund  
For support of the merger of  
Community Foundation Silicon  
Valley and Peninsula  
Community Foundation into  
the Silicon Valley  
Community Foundation*

25,000

Collaboration with Special Projects and Philanthropy

**SAN FRANCISCO FOUNDATION COMMUNITY INITIATIVE FUNDS**

San Francisco, CA

*For general support of the Communities of Opportunity program*

450,000

**SAN JOSE MERCURY NEWS WISH BOOK FUND**

San Jose, CA

*For general support*

20,000

**TEAM-UP FOR YOUTH**

Oakland, CA

*For general support*

200,000

**UNITED WAY SILICON VALLEY**

San Jose, CA

*For a project to build the United Way's planning and evaluation capabilities*

300,000

**UNIVERSITY OF CALIFORNIA AT BERKELEY**

Berkeley, CA

*For an evaluation of the California Connected by 25 Initiative*

210,000

*Teen Pregnancy Prevention***BAYVIEW HUNTERS POINT FOUNDATION**

San Francisco, CA

*For general operating support of the Bayview Hunters Point Healing Arts Center (Collaboration with Population)*

260,000

**JEFFERSON UNION HIGH SCHOOL DISTRICT**

Daly City, CA

*For general operating support of the Daly City Youth Health Center  
(Collaboration with Population)*

400,000

**PLANNED PARENTHOOD GOLDEN GATE**

San Francisco, CA

*For support of teen pregnancy prevention  
(Collaboration with Population)*

740,000

*Urban Planning and Environmental Education***PENINSULA COMMUNITY FOUNDATION**

San Mateo, CA

*For the Center for Venture Philanthropy's support and capacity  
building for fifteen environmental programs in low-income  
communities in San Mateo County (Collaboration with Environment)*

240,000

**ROSE FOUNDATION FOR COMMUNITIES AND THE ENVIRONMENT**

Oakland, CA

*For support of nine Bay Area groups working to alleviate environmental  
degradation and resulting negative public health impacts suffered  
by low-income communities (Collaboration with Environment)*

200,000

**SAN FRANCISCO FOUNDATION**

San Francisco, CA

*For support of the Bay Area Livable Communities Initiative to engage  
low-income residents in land-use planning and encourage responsible  
development practices (Collaboration with Environment)*

100,000

**TRANSPORTATION AND LAND USE COALITION**

Oakland, CA

*For general support (Collaboration with Environment)*

400,000

# SPECIAL PROJECTS





## SPECIAL PROJECTS

*Meeting exceptional needs.*

Although most grantmaking takes place in our 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.

On occasion, when existing program budgets cannot fully support an important effort, Special Projects provides supplemental funds; many of the 2006 grants were of this nature.

Grants are also made from Special Projects and the Extraordinary Reserve to institutions that play important state, national, or international roles but do not fall within the guidelines of particular programs. In 2006, such grants supported the New Vision Initiative of the Carnegie Endowment for International Peace and the merger of the Peninsula Community Foundation and the Community Foundation Silicon Valley into the Silicon Valley Community Foundation.

Last year, the Foundation began pursuing a “common values” agenda with the related goals of reducing political polarization and increasing evidence-based public policymaking. This year, we made grants to the Consensus Building Institute for a leadership summit on U.S. engagement with the Muslim world, and to the Partnership for a Secure America and Stanford University’s Preventive Force project for bipartisan work on U.S. foreign policy. We have continued to support efforts to address polarization in California politics, including support for

- ▶ the Commonwealth Club of California’s Voices of Reform Project,
- ▶ the Public Policy Institute of California’s California 2025 project, and
- ▶ Stanford University’s analysis of the institutional structure of California’s political system.

We funded several social science research projects designed to improve philanthropy, with grants to California Institute of Technology for a study on volunteering, to Decision Research for a study of people’s response to large-scale humanitarian crises, and to Princeton University for a conference on the psychology and behavioral economics related to philanthropic responses to disasters.

We also assisted a number of our grantees in purchasing videoconferencing equipment in order to reduce the need for time-consuming, emission-producing travel when our staffs meet.

**In 2006, Special Projects made grants totaling \$25,716,836.**

## SPECIAL PROJECTS

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### ADVANCEMENT PROJECT

Los Angeles, CA

*For strategic planning*

\$100,000

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### AFRICAN ECONOMIC RESEARCH CONSORTIUM

Nairobi, Kenya

*For general operating support*

*(Collaboration with Population and Global Development)*

66,000

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### AFRICAN POPULATION AND HEALTH RESEARCH CENTRE

Nairobi, Kenya

*For work with community groups and programs to promote the well-being of Africans in slum communities (Collaboration with Population)*

15,000

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### AMERICAN ACADEMY OF ARTS AND SCIENCES

Cambridge, MA

*For a series of workshops on K-16 education and evidence-based policy*

100,000

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### ASPEN INSTITUTE

Washington, DC

*For the Congressional Program, a nonpartisan education initiative that provides policymakers with a deeper understanding of, and background on, public policy issues (Collaboration with Environment and Global Development)*

300,000

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### BOSTON REVIEW

Somerville, MA

*For costs related to a special issue of Boston Review on foreign aid (Collaboration with Global Development)*

40,000

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### BREAD FOR THE WORLD INSTITUTE

Washington, DC

*For general support (Collaboration with Global Development)*

1,500,000

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### BULLETIN OF THE ATOMIC SCIENTISTS

Chicago, IL

*For development of the Bulletin Web site*

200,000

<b>CALIFORNIA COUNTY SUPERINTENDENTS EDUCATIONAL SERVICES ASSOCIATION</b> Sacramento, CA <i>For the Reinvigorating Arts Education in California project (Collaboration with Education and Performing Arts)</i>	465,000
<b>CALIFORNIA INSTITUTE OF TECHNOLOGY</b> Pasadena, CA <i>For a study on the effect of reputational and material incentives on volunteering</i>	10,340
<b>CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE</b> Washington, DC <i>For general support of the Carnegie Endowment for International Peace's New Vision Initiative</i>	10,000,000
<b>CENTER FOR GLOBAL DEVELOPMENT</b> Washington, DC <i>For the videoconferencing project</i>	21,000
<b>CLASSICS FOR KIDS FOUNDATION</b> Bozeman, MT <i>For a Bay Area string instrument mentoring pilot project (Collaboration with Performing Arts)</i>	25,000
<b>COLUMBIA UNIVERSITY, MAILMAN SCHOOL OF PUBLIC HEALTH</b> New York, NY <i>For a special fundraising campaign to honor Dr. Allan Rosenfield (Collaboration with Population)</i>	1,500,000
<b>COMMONWEALTH CLUB OF CALIFORNIA</b> San Francisco, CA <i>For the Voices of Reform Project</i>	150,000
<b>COMMUNICATIONS NETWORK</b> Naperville, IL <i>For general operating support</i>	20,000
<b>CONSENSUS BUILDING INSTITUTE</b> Cambridge, MA <i>For a leadership summit on U.S. engagement with the Muslim world</i>	81,000

**DECISION RESEARCH**

Eugene, OR

*For research on people's response to large-scale humanitarian problems  
(Collaboration with Philanthropy)*

100,000

**EMERITI RETIREMENT HEALTH SOLUTIONS**

New Windsor, NY

*For general support*

1,000,000

**ENERGY FOUNDATION**

San Francisco, CA

*For the videoconferencing project*

43,000

**FRITZ INSTITUTE**

San Francisco, CA

*For support of the first phase of a study of the Bay Area's preparedness  
for disaster prevention, relief, and recovery*

158,000

*For the development of a new model to increase the effectiveness of  
African humanitarian organizations (Collaboration with Population  
and Global Development)*

100,000

**GEORGETOWN UNIVERSITY, GEORGETOWN UNIVERSITY LAW CENTER**

Washington, DC

*For the Conference on the Judiciary Inquiry*

25,000

**GREATER WASHINGTON EDUCATIONAL TELECOMMUNICATIONS ASSOCIATION**

Arlington, VA

*For continuation of the By The People project*

40,000

**HOPE STREET GROUP**

Los Angeles, CA

*For general support*

300,000

**INDEPENDENT SECTOR**

Washington, DC

*For a planning grant to explore the feasibility and scope of an initiative  
to strengthen the national social compact*

100,000

**INSTITUTE OF INTERNATIONAL EDUCATION**

New York, NY

*For general operating support of the African Partnership Travel &  
Learning Fund (Collaboration with Education, Population, and  
Global Development)*

200,000

<b>INTERNATIONAL PLANNED PARENTHOOD FEDERATION</b> London, United Kingdom <i>For the videoconferencing project</i>	65,000
<b>INTERNEWS NETWORK</b> Washington, DC <i>For emergency support to the Media Support Mission, providing a flow of information to the people affected by the Indonesian earthquake</i>	50,000
<b>ITHAKA</b> New York, NY <i>For a study to assess the need for an organization to promote Open Source Software projects (Collaboration with Education)</i> <i>For general support</i>	17,000 2,500,000
<b>MARIE STOPES INTERNATIONAL</b> London, United Kingdom <i>For the videoconferencing project</i>	65,000
<b>MAYOR'S COMMUNITY PARTNERSHIP FOR SCHOOL EXCELLENCE</b> Los Angeles, CA <i>For the design and planning of a "Mayor's District" in the Los Angeles education system (Collaboration with Education)</i>	500,000
<b>MENLO SCHOOL</b> Atherton, CA <i>For general support of Menlo School's Music@Menlo program (Collaboration with Performing Arts)</i>	150,000
<b>NATIONAL ACADEMY OF SCIENCES</b> Washington, DC <i>For partial support of a nationwide public meeting and video Webcast in fall 2006 to inform the public regarding ways to strengthen U.S. competitiveness (Collaboration with Education)</i>	15,000
<b>NATIONAL ACADEMY OF SCIENCES, COMMITTEE ON SCIENCE, TECHNOLOGY, AND LAW</b> Washington, DC <i>For support of an assessment of the Committee on Science, Technology, and Law's Reference Manual on Scientific Evidence in preparation for its third edition</i>	50,000
<b>NATIONAL ASSOCIATION OF ENVIRONMENTAL LAW SOCIETIES</b> Ann Arbor, MI <i>For general support (Collaboration with Environment)</i>	100,000

<b>NATURAL RESOURCES DEFENSE COUNCIL</b> San Francisco, CA <i>For the videoconferencing project</i>	55,000
<b>PARTNERSHIP FOR A SECURE AMERICA</b> Washington, DC <i>For general operating support</i>	150,000
<b>PEACEWORKS FOUNDATION</b> New York, NY <i>For the OneVoice initiative</i>	10,000
<b>PENINSULA COMMUNITY FOUNDATION</b> San Mateo, CA <i>For support of the merger of Community Foundation Silicon Valley and Peninsula Community Foundation into the Silicon Valley Community Foundation (Collaboration with Philanthropy and Regional Grants)</i> <i>For general operating support</i>	257,496 100,000
<b>POPULATION REFERENCE BUREAU</b> Washington, DC <i>For the videoconferencing project</i>	21,000
<b>PRINCETON UNIVERSITY</b> Princeton, NJ <i>For a conference on the psychology and behavioral economics related to philanthropic behavior, especially in response to disasters</i>	58,000
<b>PRINCETON UNIVERSITY, WOODROW WILSON SCHOOL OF PUBLIC AND INTERNATIONAL AFFAIRS</b> Princeton, NJ <i>For the public outreach phase of the Princeton Project on National Security Collaboration with Global Development</i>	
<b>PUBLIC POLICY INSTITUTE OF CALIFORNIA</b> San Francisco, CA <i>For support to update the research and extend the outreach of the Public Policy Institute of California's California 2025 project</i>	495,000
<b>SALZBURG SEMINAR</b> Middlebury, VT <i>For strategic planning</i>	100,000

**SAN FRANCISCO FOUNDATION COMMUNITY INITIATIVE FUNDS**

San Francisco, CA

*For the second phase of the Diversity in Philanthropy project* 50,000**SILICON VALLEY COMMUNITY FOUNDATION**

San Mateo, CA

*For general support of the new Silicon Valley Community Foundation  
(Collaboration with Philanthropy)* 500,000**SOUTHWEST VOTER REGISTRATION EDUCATION PROJECT**

Los Angeles, CA

*For increasing voter participation in underserved communities in  
California (Collaboration with Environment)* 250,000**SRI INTERNATIONAL**

Menlo Park, CA

*For studies on three different obstacles to greater delivery of arts education  
in California's K-12 public schools (Collaboration with Education and  
Performing Arts)* 165,000*For completing a study of arts education in California  
(Collaboration with Education and Performing Arts)* 133,000**STANFORD UNIVERSITY**

Stanford, CA

*For general support for the Center for Deliberative Democracy* 300,000*For the initial planning phase of an effort to analyze and reform the  
institutional structure of California's political system* 10,000*For a conference on innovations in Latin American legal education* 40,000*For a presentation entitled "Originalism, Music and the Constitution"  
(Collaboration with Performing Arts)* 50,000*For funds to support the research of Kenneth J. Arrow, Senior Fellow,  
Stanford Institute for Economic Policy Research* 50,000*For a meeting in Berlin, the third phase of the Preventive Force project* 75,000**THOMAS B. FORDHAM INSTITUTE**

Washington, DC

*For support of the start-up phase of the Policy Innovation in  
Education Network (Collaboration with Education)* 50,000**TRUST FOR PUBLIC LAND**

San Francisco, CA

*For the videoconferencing project* 60,000

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<b>UNITED NATIONS DEVELOPMENT PROGRAMME, BUREAU OF CRISIS PREVENTION AND RECOVERY</b> New York, NY <i>For the Capacity Development for Reform Fund          (Collaboration with Global Development)</i>	1,000,000
<hr/>	
<b>UNITED STATES DEPARTMENT OF STATE</b> Washington, DC <i>For the State Fellows program (Collaboration with Global Development)</i>	100,000
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<b>UNIVERSITY OF CALIFORNIA AT BERKELEY, GRADUATE SCHOOL OF EDUCATION</b> Berkeley, CA <i>For the development, implementation, and evaluation of curriculum on building quantitative and critical analytic awareness and skills among journalism students</i>	83,000
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<b>UNIVERSITY OF COLORADO AT BOULDER, AFRICAN POPULATION STUDIES RESEARCH AND TRAINING PROGRAM</b> Boulder, CO <i>For the videoconferencing project</i>	23,000
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<b>UNIVERSITY OF THE WITWATERSRAND</b> Johannesburg, South Africa <i>For the videoconferencing project</i>	60,000
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<b>WORLD BANK</b> Washington, DC <i>For the Growth Commission to analyze the drivers of, and impediments to, equitable economic growth (Collaboration with Global Development)</i>	1,000,000
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<b>YALE UNIVERSITY</b> New Haven, CT <i>For general support of the Leadership Training Program designed to serve those in the most senior ranks of Chinese governmental officials</i>	200,000
<hr/>	
<b>YOUTHNOISE</b> San Francisco, CA <i>For general support</i>	100,000





## ADVICE TO APPLICANTS

Thank you very much for your interest in The William and Flora Hewlett Foundation. We ask that all organizations interested in applying for a grant carefully read the information available on our Web site about the Foundation's programs and priority areas.

If, after review of our priorities, you believe your objectives fit within the guidelines of a particular program, we suggest that you read "Update on the Hewlett Foundation's Approach to Philanthropy: The Importance of Strategy" (<http://www.hewlett.org/NR/rdonlyres/C6EFD0A1-6716-4175-99B9-5FE0C38F87F1/0/PresidentStatement2003.pdf>) to get a sense of our general grantmaking philosophy.

Grants are awarded on the basis of merit, educational importance, relevance to program goals, and cost-effectiveness. We have the following limitations:

- ▶ The Foundation makes grants only to nonprofit charitable organizations classified as 501(c)(3) public charities by the Internal Revenue Service.
- ▶ The Foundation normally does not make grants intended to support basic research, capital construction funds, endowment, general fundraising drives, or fundraising events. It does not make grants intended to support candidates for political office, to influence legislation, or to support sectarian or religious purposes.

The following programs and initiatives are currently accepting unsolicited letters of inquiry for new grants:

- ▶ Education
- ▶ Environment
- ▶ Performing Arts

The following programs and initiatives currently are not accepting letters of inquiry: Global Development, Philanthropy, and Population.

After your letter of inquiry is received and reviewed, our program staff will contact you to let you know whether to submit a full proposal. Please note that a request to submit a proposal does not guarantee funding, but rather is a second step in the review process. **Please do not submit a full proposal until you are invited to do so.**

If invited, you will be asked to complete a proposal using our Common Format. If a significant aspect of your proposal involves holding one or more meetings, you may find it helpful to consider "Meetings as a Strategy for Change." (<http://www.hewlett.org/NR/rdonlyres/047CCF02-D038-4C0E-9121-FDD4074E6ACD/0/HFBTWmeetingspilot.pdf>)

Please note that a great many excellent organizations meet both our general and specific criteria for grantmaking; competition for the available funds is intense. Consequently, the Foundation can respond favorably to only a small proportion of the worthwhile proposals it receives.

# **The William and Flora Hewlett Foundation**

**Financial Statements  
December 31, 2006 and 2005**

**Report of Independent Auditors**

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

In our opinion, the accompanying statement of financial position and the related statements of activities and changes in net assets, cash flows present fairly, in all material respects, the financial position of The William and Flora Hewlett Foundation ("Foundation") at December 31, 2006 and 2005, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America. These financial statements are the responsibility of the Foundation's management. Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits of these statements in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

*PricewaterhouseCoopers LLP*

March 2, 2007

**The William and Flora Hewlett Foundation**  
**Statements of Financial Position**  
**(dollars in thousands)**

	<b>December 31,</b>	
	<b>2006</b>	<b>2005</b>
<b>Assets</b>		
Investments, at fair value		
Hewlett-Packard and Agilent common stock	\$ 465,334	\$ 453,354
Global equities	3,560,392	3,262,171
Private equities, real assets and absolute return	2,199,475	1,512,883
Fixed income	2,557,830	2,522,685
Net payable on forward fixed income transactions	(849,271)	(833,323)
Cash equivalents	331,399	158,484
Net receivable (payable) from unsettled securities purchases and sales	2,960	(14,541)
Other	707	15,835
Total investments	<u>8,268,826</u>	<u>7,077,548</u>
Cash	4,478	4,706
Federal excise tax refund	-	3,199
Collateral under securities lending agreement	179,346	211,120
Prepaid expenses and other assets	4,456	4,759
Receivables	30,086	117
Fixed assets, net of accumulated depreciation and amortization	<u>33,573</u>	<u>34,682</u>
	<u>\$ 8,520,765</u>	<u>\$ 7,336,131</u>
<b>Liabilities and Net Assets</b>		
Accounts payable and accrued liabilities	\$ 15,967	\$ 10,903
Accrued post-retirement health care benefit	3,620	3,212
Payable under securities lending agreement	179,346	211,120
Federal excise tax payable currently	1,334	-
Deferred federal excise tax	17,596	9,776
Grants payable	193,727	116,582
Gift payable, net of discount	<u>88,476</u>	<u>83,368</u>
Total liabilities	500,066	434,961
Commitments (Note 3)		
Unrestricted net assets	7,980,613	6,901,053
Temporarily restricted net assets	<u>40,086</u>	<u>117</u>
Total net assets	<u>8,020,699</u>	<u>6,901,170</u>
	<u>\$ 8,520,765</u>	<u>\$ 7,336,131</u>

See accompanying notes to the financial statements.

**The William and Flora Hewlett Foundation**  
**Statements of Activities and Changes in Net Assets**  
**(dollars in thousands)**

	<b>Year Ended December 31,</b>	
	<b>2006</b>	<b>2005</b>
<b>Unrestricted Net Assets:</b>		
Net investment revenues and gains:		
Interest, dividends and other	\$ 163,619	\$ 153,897
Gain on investment portfolio	1,291,749	870,331
Investment management expense	<u>(33,262)</u>	<u>(25,149)</u>
Net investment income	1,422,106	999,079
Federal excise tax expense on net investment income (Note 9)	<u>(25,304)</u>	<u>(8,554)</u>
Net investment revenues	<u>1,396,802</u>	<u>990,525</u>
Expenses:		
Grants awarded, net of cancellations	(287,087)	(177,802)
Change in gift discount (Note 8)	(5,108)	(15,535)
Direct and other charitable activities	(6,118)	(3,101)
Administrative expenses	<u>(18,970)</u>	<u>(17,119)</u>
Total expenses	<u>(317,283)</u>	<u>(213,557)</u>
Income over expenses before net assets released from time restriction	1,079,519	776,968
Net assets released from time restriction (Note 4)	<u>41</u>	<u>4,272</u>
Change in unrestricted net assets	<u>1,079,560</u>	<u>781,240</u>
<b>Temporarily Restricted Net Assets:</b>		
Change in temporarily restricted net assets:		
Change in value of Trust receivable	10	(9)
Gates Foundation contribution	40,000	-
Net assets released from time restriction	<u>(41)</u>	<u>(4,272)</u>
Net change in temporarily restricted net assets	<u>39,969</u>	<u>(4,281)</u>
Change in total net assets	1,119,529	776,959
Net assets at beginning of year	<u>6,901,170</u>	<u>6,124,211</u>
Net assets at end of year	<u>\$ 8,020,699</u>	<u>\$ 6,901,170</u>

See accompanying notes to the financial statements.

**The William and Flora Hewlett Foundation**  
**Statements of Cash Flows**  
**(dollars in thousands)**

	<b>Year Ended December 31,</b>	
	<b>2006</b>	<b>2005</b>
Cash flows used in operating activities:		
Interest and dividends received	\$ 162,450	\$ 152,846
Cash paid for federal excise tax	(12,951)	(12,452)
Cash paid to suppliers and employees	(51,258)	(44,025)
Cash contributions received	10,041	4,272
Grants and gift paid	(209,942)	(318,538)
Net cash used in operating activities	<u>(101,660)</u>	<u>(217,897)</u>
Cash flows from investing activities:		
Purchases of fixed assets	(194)	(448)
Proceeds from sale of fixed assets	2	2
Cash received from partnership distributions	409,797	254,022
Proceeds from sale of investments	20,023,221	23,153,697
Purchase of investments	(20,331,394)	(23,188,092)
Net cash from investing activities	<u>101,432</u>	<u>219,181</u>
Net increase in cash	(228)	1,284
Cash at beginning of year	<u>4,706</u>	<u>3,422</u>
Cash at end of year	<u>\$ 4,478</u>	<u>\$ 4,706</u>

See accompanying notes to the financial statements.



**The William and Flora Hewlett Foundation**  
**Statements of Cash Flows**  
**(dollars in thousands)**

	<b>Year Ended December 31,</b>	
	<b>2006</b>	<b>2005</b>
Reconciliation of change in net assets to net cash used in operating activities:		
Change in total net assets	\$ 1,119,529	\$ 776,959
Adjustments to reconcile change in net assets to net cash used in operating activities:		
Depreciation and amortization of property and equipment	1,734	1,956
Amortization of discount on gift payable	5,108	15,535
Loss on sale of fixed assets	1	10
Net unrealized and realized gain on investments	(1,291,749)	(870,331)
Increase in deferred federal excise tax	7,820	2,003
Increase in accrued post-retirement health care benefit	408	296
(Increase) decrease in value of Trust receivable	(10)	9
Changes in operating assets and liabilities:		
(Increase) in interest and dividends receivable	(1,152)	(1,040)
Increase (decrease) in federal excise tax	4,533	(5,901)
Decrease (increase) in prepaid expenses and other assets	303	(1,069)
(Increase) decrease in Gates and other receivable	(29,959)	4,263
Increase in accounts payable and accrued liabilities	4,629	149
Increase (decrease) in grants payable	77,145	(5,736)
Increase (decrease) in gift payable	-	(135,000)
Net cash used in operating activities	<u>\$ (101,660)</u>	<u>\$ (217,897)</u>
Supplemental data for non-cash activities:		
Stock contributions received from Hewlett Trust	<u>\$ 1</u>	<u>\$ 1</u>

See accompanying notes to the financial statements.

**The William and Flora Hewlett Foundation**  
**Notes to Financial Statements**  
**December 31, 2006 and 2005**  
**(dollars in thousands)**

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**1. The Organization**

The William and Flora Hewlett Foundation (the “Foundation”) is a private foundation incorporated in 1966 as a non-profit charitable organization. The Foundation’s grantmaking activities are concentrated in the program areas of education, environment, performing arts, population and global development. More detailed information regarding the Foundation’s charitable activities can be obtained from the Foundation’s website at [www.hewlett.org](http://www.hewlett.org).

**2. Significant Accounting Policies**

**Basis of presentation**

The accompanying financial statements have been prepared on the accrual basis of accounting.

**Investments**

Investments in stocks and bonds which are listed on national securities exchanges, quoted on NASDAQ or on the over-the-counter market are valued at the last reported sale price or in the absence of a recorded sale, at the value between the most recent bid and asked prices. Futures, forwards, swaps and options which are traded on exchanges are valued at the last reported sale price or, if they are traded over-the-counter at the most recent bid price. Index and credit swaps, which gain exposure to domestic equities and fixed income securities in a leveraged form, are traded with a counterparty and are valued at each month end. Short-term investments are valued at amortized cost, which approximates market value. Since there is no readily available market for investments in limited partnerships, such investments are valued at amounts reported to the Foundation by the general partners of such entities. The investments of these limited partnerships, such as venture capital, buyout firms and real estate partnerships, include securities of companies that may not be immediately liquid. Accordingly, their values are based upon guidelines established by the general partners. The December 31 valuation of certain of the investments in limited partnerships are based upon the value determined by each partnership’s general partner as of September 30 and adjusted for cash flows that occurred during the quarter ended December 31. Management believes this method provides a reasonable estimate of fair value. These values may differ significantly from values that would have been used had a readily available market existed for such investments, and the differences could be material to the change in net assets of the Foundation.

Investment transactions are recorded on trade date. Realized gains and losses on sales of investments are determined on the specific identification basis.

Foreign currency amounts are translated into U.S. dollars based upon exchange rates as of December 31. Transactions in foreign currencies are translated into U.S. dollars at the exchange rate prevailing on the transaction date.

Cash equivalents consist of money market mutual funds and foreign currency held for investment purposes.

**The William and Flora Hewlett Foundation**  
**Notes to Financial Statements**  
**December 31, 2006 and 2005**  
**(dollars in thousands)**

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**Cash**

Cash consists of funds held in commercial interest-bearing accounts, for operating expenses.

**Fixed assets**

Fixed assets are recorded at cost and depreciated using the straight-line basis over their estimated useful lives. The headquarters building and associated fixtures are generally depreciated using the straight-line basis over ten to fifty years. Furniture and computer and office equipment are depreciated over estimated useful lives of three to ten years.

**Net Asset Classification**

The Foundation's activities and related assets and liabilities are classified as unrestricted and temporarily restricted according to the terms of the various contributions. The Foundation has no permanently restricted net assets.

Unrestricted balances consist of funds undesignated and currently available for all Foundation activities. Temporarily restricted balances consist of funds available for support of the Foundation's activities, which are expendable only for purposes specified by the donor or within a specified period.

The net assets included in the temporarily restricted class at December 31, 2006 relate mainly to donor-restricted contributions for which the requirements have not yet been met, and time-restricted contributions receivable.

**Grants**

Grants are accrued when awarded by the Foundation.

**Administrative Expenses**

Administrative expenses represent those expenses incurred in managing programs funded by the William and Flora Hewlett Foundation. Expenses associated with managing programs funded by other organizations are reimbursed at the time they are incurred.

**Use of estimates**

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements. Estimates also affect the reported amounts of changes in net assets during the reporting period. Actual results could differ from those estimates.

**Reclassifications**

Certain reclassifications have been made to the 2005 balances to conform to the 2006 presentation of investment assets. In 2006, the Foundation further clarified its investment

**The William and Flora Hewlett Foundation**  
**Notes to Financial Statements**  
**December 31, 2006 and 2005**  
**(dollars in thousands)**

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categories. These reclassifications had no effect on the change in net assets in 2005 or total net assets at December 31, 2005.

**3. Investments**

The investment goal of the Foundation is to maintain or grow its asset size and spending power in real (inflation adjusted) terms with risk at a level appropriate to the Foundation's program objectives. The Foundation diversifies its investments among various financial instruments and asset categories, and uses multiple investment strategies. As a general practice, except for the Foundation's holdings in Hewlett-Packard and Agilent stock and certain index swaps, all financial assets of the Foundation are managed by external investment management firms selected by the Foundation. All financial assets of the Foundation are held in custody by a major commercial bank, except for assets invested with partnerships, commingled funds, the overlay swaps and the covered call program, which have separate arrangements related to their legal structure.

The majority of the Foundation's assets are invested in equities, which are listed on national exchanges, quoted on NASDAQ, or in the over-the-counter market; treasury and agency bonds of the U.S. government; and investment grade corporate bonds for which active trading markets exist. Net realized and unrealized gains and losses on investments are reflected in the Statements of Activities and Changes in Net Assets.

Global equities include those held directly by the Foundation and those held in commingled entities including partnerships and trusts. At December 31, 2006 and 2005, global equities held in partnerships and trusts were \$1,183,621 and \$634,580.

The gain on the Foundation's investment portfolio for the years ended December 31, 2006 and 2005 consists of the following:

	<u>2006</u>	<u>2005</u>
Net realized gain	\$ 797,387	\$ 464,553
Net unrealized gain	<u>494,362</u>	<u>405,779</u>
	<u>\$1,291,749</u>	<u>\$ 870,332</u>

Approximately 27 percent of the Foundation's investments at December 31, 2006 were invested with limited partnerships and funds that invest in the securities of companies that may not be immediately liquid, such as venture capital, absolute return and buyout firms, and in real estate limited partnerships or private REITs that have investments in various types of properties. As of December 31, 2006 the Foundation is committed to contribute approximately \$1,833,960 in additional capital in future years to various partnerships.

Investment securities are exposed to various risks, such as changes in interest rates or credit ratings and market fluctuations. Due to the level of risk associated with certain investment securities and the

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level of uncertainty related to changes in the value of investment securities, it is possible that the value of the Foundation's investments and total net assets balance could fluctuate materially.

The investments of the Foundation include a variety of financial instruments involving contractual commitments for future settlements, including futures, swaps, forwards and options which are exchange traded or are executed over-the-counter. Some investment managers retained by the Foundation have been authorized to use certain financial derivative instruments in a manner set forth by either the Foundation's written investment policy, specific manager guidelines or partnership/fund agreement documents. Specifically, financial derivative instruments may be used for the following purposes: (1) currency forward contracts and options may be used to hedge nondollar exposure in foreign investments, or to take positions in managed currency portfolios; (2) futures and swap contracts may be used to rebalance asset categories within the portfolio or to manage market exposures in managed portfolios; and (3) futures contracts, swaps and options may be used to hedge or leverage positions in managed portfolios. Financial derivative instruments are recorded at fair value in the Statements of Financial Position with changes in fair value reflected in the Statements of Activities and Changes in Net Assets.

The total value of investments pledged with respect to options and futures contracts at December 31, 2006 and 2005 was \$8,391 and \$5,770 respectively. The value of cash held at brokers as collateral for variation margin at December 31, 2006 and 2005 was \$10,099 and \$15,393 respectively.

Certain of the Foundation's managers purchase or sell fixed income securities on a delayed delivery or forward settled basis. These transactions involve a commitment by the Foundation to purchase or sell securities for a predetermined price or yield, with payment and delivery taking place beyond the customary settlement period, from about 1 to 3 months. When purchasing a security on a delayed delivery basis, the Foundation assumes the rights and risks of ownership of the security, including the risk of price and yield fluctuations, and reflects such fluctuations in its net assets. The manager may dispose of or renegotiate a delayed delivery transaction after it is entered into, and may sell the securities before they are delivered, which may result in a capital gain or loss. At December 31, 2006 and 2005 the net liability for these forward purchases and sales was \$849,271 and \$833,323 respectively.

Premiums received with respect to open options contracts at December 31, 2006 and 2005 were \$1,631 and \$628, respectively.

Other investment assets of \$707 and \$15,835 at December 31, 2006 and 2005, respectively, consist of a parcel of land held for investment purposes, receivables for interest and dividends, and certain derivatives held at fair market value. At December 31, 2006 and 2005 these derivatives included swap contracts, futures contracts, foreign exchange contracts, covered call options and put and call options, as shown in the table on the following page.

In the opinion of the Foundation's management, the use of financial derivative instruments in its investment program is appropriate and customary for the investment strategies employed. Using those instruments reduces certain investment risks and may add value to the portfolio. The instruments themselves, however, do involve investment and counterparty risk in amounts greater than what are reflected in the Foundation's financial statements. Management does not anticipate

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that losses, if any, from such instruments would materially affect the financial position of the Foundation.

Fair values of the Foundation's derivative financial instruments at December 31, 2006 and 2005 are summarized in the following table. This table excludes exposures relating to derivatives held indirectly through commingled funds.

<b>Derivative Financial Instruments</b>	<b>December, 31,</b>	
	<b>2006</b>	<b>2005</b>
	<u>Fair Value</u> (in thousands)	<u>Fair Value</u> (in thousands)
<b>- Equity contracts:</b>		
Futures and swap contracts		
Assets	\$ 4,896	\$ 1,164
Put and call options:		
Liabilities	\$ (40)	\$ (345)
Covered call options:		
Liabilities	\$ (1,477)	
<b>- Fixed income contracts:</b>		
Futures and swap contracts		
Liabilities	\$ 371	\$ (369)
Put and call options:		
Liabilities	\$ (738)	\$ (268)
Forward net purchases and sales		
Liabilities	\$ (849,271)	\$ (833,323)
<b>- Foreign currency contracts:</b>		
Forward contracts		
Unrealized gain on currency contracts	\$ 19,537	\$ 14,964
Unrealized loss on currency contracts	\$ (31,890)	\$ (12,217)

The Foundation's custodian maintains a securities lending program on behalf of the Foundation, and maintains collateral at all times in excess of the value of the securities on loan. Investment of this collateral is in accordance with specified guidelines; these investments include A1-rated commercial paper, repurchase agreements, asset backed securities, certificates of deposit and floating rate notes. Income earned on these transactions is included in net investment revenue in the Statements of Activities and Changes in Net Assets. The value of securities on loan at December 31, 2006 and 2005 was \$171,038 and \$202,644 respectively. The value of the collateral received at December 31, 2006 and 2005 aggregated \$179,346 and \$211,120 respectively, of which \$179,346 and \$211,120 respectively, was received in cash and was invested in accordance with the investment guidelines. The remainder of the collateral, \$0 at December 31, 2006 and \$0 at December 31, 2005 was received in the form of securities and letters of credit.

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At December 31, 2006, the net receivable from unsettled securities purchases and sales includes a receivable from brokers of \$177,984 and a payable to brokers of \$175,024. At December 31, 2005, the net receivable from unsettled securities purchases and sales included a receivable from brokers of \$181,671 and a payable to brokers of \$196,212.

The Foundation held 7.1 million shares of Hewlett-Packard Company (“Hewlett-Packard”) stock with a market price of \$41.19 per share at December 31, 2006. At December 31, 2005, the Foundation held 10.2 million shares with a market price of \$28.63 per share. The Foundation held 4.8 million shares of Agilent Company (“Agilent”) stock with a market price of \$34.85 per share at December 31, 2006, as well as 98 thousand shares of Verigy Company (“Verigy”) stock with a market price of \$17.75 per share. Verigy is a 2006 spin-off from Agilent. At December 31, 2005, the Foundation held 4.8 million shares of Agilent with a market price of \$33.29.

**4. Receivables**

In 2006 the Foundation entered into an agreement with the Bill and Melinda Gates Foundation to administer a program charged with improving quality education in developing countries. In addition to reimbursing associated administrative expenses, the Bill and Melinda Gates Foundation pledged \$40,000 over three years to the William and Flora Hewlett Foundation to do grant-making in this area; this contribution is reported as a change in temporarily restricted net assets during 2006. \$10,000 of this pledge was received during 2006, and \$30,000 is reported as a receivable at December 31, 2006.

Upon the death of William R. Hewlett on January 12, 2001, the Foundation became the residuary beneficiary of the William R. Hewlett Revocable Trust (“the Trust”) and is entitled to receive the trust assets remaining after payment of expenses of administration and federal and state estate taxes. The Trust is expected to be fully distributed during 2007.

The receivable from the Trust, which was \$117 at December 31, 2005, was adjusted for contributions during 2006 and also for expenses or income. During 2006, distributions from the Trust totaled \$41, which consisted of cash of \$40 and stocks valued at \$1. The Trust received net income of \$10 during 2006. At December 31, 2006, the value of the remaining assets to be distributed to the Foundation by the Trust was \$86. These assets consist of cash and cash equivalents and are reflected in the financial statements as temporarily restricted net assets because the distribution will be received in the future.

The Foundation is also the residuary beneficiary of the Hewlett Marital Trust. As of December 31, 2006, the assets which the Foundation is entitled to receive are not material and can not be reasonably estimated.

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**5. Fixed Assets**

Fixed assets consist of the following at December 31, 2006 and 2005:

	<u>2006</u>	<u>2005</u>
Building, land lease and land improvements	\$ 34,013	\$ 34,013
Furniture and fixtures	4,793	4,776
Computer and office equipment	<u>3,346</u>	<u>2,887</u>
	42,151	41,677
Less accumulated depreciation and amortization	<u>(8,578)</u>	<u>(6,994)</u>
	<u><u>33,573</u></u>	<u><u>34,683</u></u>

**6. Postretirement Healthcare Benefits**

The Foundation implemented Statement of Financial Accounting Standards (SFAS) No. 106, "Employers' Accounting for Postretirement Benefits Other Than Pensions" effective January 1, 2004 and recognizes the accumulated liability for its postretirement healthcare benefit obligation, using a discount rate of 5.75%. The obligation, which is unfunded, is \$3,620 as of December 31, 2006, as shown in the table below:

	<u>2006</u>	<u>2005</u>
Accumulated post retirement benefit obligation as of January 1	\$ 3,213	\$ 2,916
Service cost	358	296
Interest cost	158	135
Amortized gain, due to change in actuarial inputs	(70)	(105)
Benefits paid by employer	<u>(39)</u>	<u>(29)</u>
Accumulated post retirement benefit obligation as of December 31	<u><u>\$ 3,620</u></u>	<u><u>\$ 3,213</u></u>

Annual expense for the year ended December 31, 2006 was \$516 on an on-going basis, and \$446 following the amortization of a gain due to the 2006 change in actuarial inputs. Annual expense for the year ended December 31, 2005 was \$431.



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**7. Grants Payable**

Grant requests are recorded as grants payable when they are awarded. Some of the grants are payable in installments, generally over a three-year period. Grants authorized but unpaid at December 31, 2006 are payable as follows:

<u>Year Payable</u>	<u>Amount</u>
2007	\$ 157,283
2008	25,856
2009 and thereafter	10,588
	<u>\$ 193,727</u>

**8. Gift Payable**

The Foundation pledged a gift of \$400,000 in April of 2001 to Stanford University for the School of Humanities and Sciences and for the undergraduate education program. The gift will be paid over a period of seven years and was discounted to a net present value as of December 31, 2005 using a risk-free rate of 5.1%. Payments of \$0 and \$135,000 were made in 2006 and 2005, respectively. The final payment is expected to be made in 2007.

The gift payable, net of discount, at December 31, 2006 and 2005 is as follows:

	<u>2006</u>	<u>2005</u>
Gift payable	\$ 88,476	\$ 88,476
Less unamortized discount	-	(5,108)
Gift payable, net of discount	<u>\$ 88,476</u>	<u>\$ 83,368</u>

**9. Federal Excise and Unrelated Business Income Tax**

The William and Flora Hewlett Foundation is a private foundation and qualifies as a tax-exempt organization under Section 501(c)(3) of the Internal Revenue Code and corresponding California provisions. Private foundations are subject to a federal excise tax on net investment income and may reduce their federal excise tax rate from 2% to 1% by exceeding a certain payout target for the year. The Foundation qualified for the 1% tax rate in 2005, and paid a 2% excise tax rate in 2006. Each year, current federal excise tax is levied on interest and dividend income and net realized gains of the Foundation; net investment losses do not reduce investment income. At December 31, 2006 and 2005, deferred federal excise tax is provided at 1.33%, which is the average effective rate expected to be paid on unrealized gains on investments. Certain investments also generate unrelated business income tax.

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The expense for federal excise tax is as follows:

	<u>2006</u>	<u>2005</u>
Current	\$ 17,484	\$ 6,551
Deferred	<u>7,820</u>	<u>2,003</u>
	<u>\$ 25,304</u>	<u>\$ 8,554</u>

The expense for unrelated business income tax is as follows:

	<u>\$ 2,205</u>	<u>\$ 151</u>
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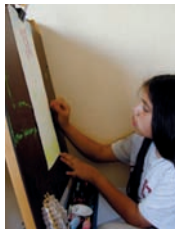
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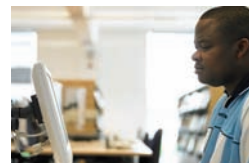
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Young Musicians  
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