

ats

# Faculty Grants Directory

## William and Flora Hewlett Foundation

**Address: 525 Middlefield Road**

**Menlo Park, CA 94025-3495**

**Telephone: 415-329-1070**

SUITE 200

650-329-1070

ATTN: DAVID  
GARDNER

### Project Grants (Type 2)

**Deadline: Open**

The Foundation's broad purpose, as stated in the articles of incorporation, is to promote the well-being of mankind by supporting selected activities of a charitable nature, as well as organizations or institutions engaged in such activities. The Foundation concentrates its resources on activities in education, performing arts, population, environment, conflict resolution, family and community development, and U.S.-Latin American relations. The Foundation has a strong commitment to the voluntary, nonprofit sector. It will therefore assist efforts to improve the financial base and efficiency of organizations and institutions in this category. Proposals that show promise of stimulating private philanthropy are particularly welcome. The most efficient means of initial contact with the Hewlett Foundation is a letter of inquiry, addressed to the President, briefly stating the applicant's need for funds, and containing enough factual information to enable the staff to determine whether or not the application falls within the Foundation's areas of preferred interest. There is no fixed minimum of maximum with respect to the size of grants.

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### The Association of Theological Schools

#### Faculty Resource Center

10 Summit Park Drive, Pittsburgh, PA 15275-1103

Telephone: 412-788-6505

Fax: 412-788-6510

Email: [frc@ats.edu](mailto:frc@ats.edu)

Website: <http://www.ats.edu>

**THE WILLIAM AND FLORA HEWLETT FOUNDATION**

***1998 Grants as of August 12, 1998***

***Program Areas:***

Conflict Resolution

Education

Environment

Family and Community Development

Performing Arts

Population

U.S.-Latin American Relations

Special Projects

Interprogram Initiatives

***Total Number and Amount***

**Conflict Resolution**

***Theory Development***

City University of New York, John Jay College of Criminal Justice, New York, NY  
(\$250,000/2 years)  
For the Dispute Resolution Consortium

The University of Colorado at Boulder, Boulder, CO  
(\$200,000/3 years)  
For the Conflict Research Consortium

Pennsylvania State University, Center for Research in Conflict and Negotiation, University Park, PA  
(\$300,000/2 years)  
For the Inter-University Consortium on the Framing of Intractable Environmental Disputes

RAND Corporation, Institute for Civil Justice, Santa Monica, CA  
(\$250,000/3 years)  
For dispute resolution projects

Total: 4 grants totaling \$1,000,000

***Practitioner Organizations***

Center for Social Redesign, Oakland, CA  
(\$15,000/1 year)  
For a project entitled *A Conciliation Process for Higher Education Systems: Pilot Project at Santa Rosa Junior College*

*PRESIDENT  
ATTN: DAVID PIERPONT  
GARDNER*

*525  
MILBURNFIELD RD,  
SUITE 200  
MENLO PARK  
CA. 94025*

## 1998 Special Projects Grants

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### Special Projects

American Council on Education, Washington, DC

(\$75,000/1 year)

For a public information campaign aimed at helping the public better understand the funding of higher education and the implications such costs carry both for colleges and universities and students and their families

American University of Armenia Corporation, Oakland, CA

(\$50,000/1 year)

For a summer pilot program in Caucasus Studies

American University of Beirut, New York, NY

(\$225,000/3 years)

For general support

Asia Society, Los Angeles, CA

(\$75,000/3 years)

To establish a Northern California office

Association of Governing Boards of Universities and Colleges, Washington, DC

(\$50,000/1 year)

For a study on presidential compensation and conditions of employment in higher education

The University of California at Berkeley, Berkeley, CA

(\$15,000/1 year)

For the publication of Vanevar Bush's papers

The University of California at Berkeley, Center for Studies in Higher Education, Berkeley, CA

(\$56,000/1 year)

For planning in the area of comparative undergraduate and tertiary education

The University of California at San Diego, Scripps Institution of Oceanography, La Jolla, CA

(\$75,000/1 year)

For the Governance in Higher Education colloquium

Center for Advanced Study in the Behavioral Sciences, Stanford, CA

(\$1,125,000/3 years)

For the William R. Hewlett Fellows Program

Center for Governmental Studies, California Citizens Commission on Higher Education, Los Angeles,

CA

(\$50,000/1 year)

For a report entitled A State of Learning

Chicano and Latino Youth Leadership Project, Sacramento, CA

(\$10,000/1 year)

For general support

Foundation Center, New York, NY

(\$75,000/1 year)

For expansion and renovation of the library and administrative offices

l'Université de Genève, Department of Economics, Geneva, Switzerland

(\$50,000/1 year)

For a colloquium entitled *Challenges Facing Higher Education in Western Industrialized Countries*

Golden State Museum, Sacramento, CA

(\$200,000/2 years)

For planning and launching the development program

Greater Santa Cruz County Community Foundation, Soquel, CA

(\$50,000/1 year)

For the disaster relief fund for the storms of 1998

Harvard University, Institute for International Development, Cambridge, MA

(\$50,000/1 year)

For the Task Force on Higher Education and Society

La Piana Associates, Piedmont, CA

(\$190,000/3 years)

For the *Strategic Solutions* project

The Mexican Museum, San Francisco, CA

(\$100,000/2 years)

For general support

National Alliance of Business, Washington, DC

(\$75,000/1 year)

For a national campaign to improve education

New England Foundation for the Arts, Boston, MA

(\$40,000/1 year)

To implement the Favorite Poem project on the West Coast

The University of North Carolina at Charlotte, Charlotte, NC

(\$10,000/1 year)

For a study entitled *The Changing Role of the System Chief Executive in Colleges and Universities*

Northern California Council for the Community, San Francisco, CA

(\$250,000/2 years)

For the Bay Area Regional Innovative Homelessness Initiative

Peace Corps, Washington, DC

(\$150,000/5 years)

For the Loret Miller Ruppe Fund for the Advancement of Women

RAND Corporation, Santa Monica, CA

(\$25,000/1 year)

For the Mayor's Advisory Task Force on the City University of New York

Saint Mary's College of California, School of Extended Education, Moraga, CA

(\$20,000/1 year)

For the Liberal Education for Arts Professionals program

Salzburg Seminar, Middlebury, VT

(\$75,000/1 year)

For renovation of the Schloss Leopoldskron

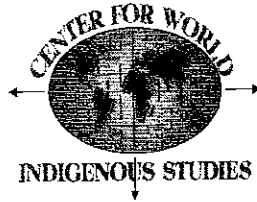
Saizburg Seminar, Middlebury, VT  
(\$750,000/1 year)  
For the Universities project

Stanford University, Stanford Law School, Stanford, CA  
(\$400,000/1 year)  
For the environmental program and to establish the Robert Minge Brown Lectureship

Stanford University, John S. Knight Fellowships, Stanford, CA  
(\$400,000/1 year)  
For the Lyle and Corinne Nelson International Journalism Fellowship

Total: 29 grants totaling \$4,716,000





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David Gardner, President  
The William and Flora Hewlett Foundation  
525 Middlefield Rd. Suite 200  
Menlo Park, CA 94025

March 17, 1999

Dear Mr. Gardner,

I am writing to introduce to you the Center For World Indigenous Studies, and to express our interest in pursuing funding for our organization. The "Center For World Indigenous Studies" (CWIS) an independent, non-profit [U.S. 501 (c) (3)] research and education organization dedicated to wider understanding and appreciation of the ideas and knowledge of indigenous peoples and the social, economic and political realities of indigenous nations.

The underlying principle guiding CWIS is: Access to knowledge and peoples' ideas reduces the possibility of conflict and increase the possibility of cooperation between peoples on the basis of mutual consent. By democratizing relations between peoples, between nations and states, the diversity of nations and their cultures will continue to enrich the world. This principle is facilitated by the organization's four diverse, but focused, approaches;

**Education Programs**-The Center For Traditional Medicine, under the leadership of Dr. Leslie Korn, offers advanced studies and clinical training in traditional healing systems, health psychology, and traumatology from the perspective of Fourth World peoples at the Casa Xipe Totec learning Retreat and Traditional Medicine Clinic in Yelapa, Mexico.. The Center for Traditional Medicine coordinates with Lesley College Graduate School of Arts and Social Sciences, Cambridge; Union Institute, Cincinnati ; Antioch, and pending others to enable learners to earn a Masters of Arts (MA) or a Masters in Education (M.Ed) degree in Independent Study in Traditional Medicine. Complimenting the Casa Xipe Totec Learning Retreat and Traditional Medicine Clinic in Yelapa, Mexico, topic specific seminars are held in the United States and abroad regarding indigenous and Fourth World Peoples. CWIS also offers internships and fellowships where people come from around the world work in Olympia, Washington, and Yelapa, Mexico. Education Programs to study and work in Olympia, Washington, and Yelapa, Mexico.

**Fourth World Papers Program: Documents and publications**-An important part of the Center for World Indigenous Studies mission is to "advance indigenous peoples' knowledge." One of the ways in which CWIS accomplishes this is to disseminate the ideas and analysis of scholars and activists through publications. An example of one principle instrument for dissemination includes the Fourth World Papers Series (full length books and other book titles published by our own in-house DayKeeper Press).

**Fourth World Documentation Project: Research Documentation**-Through the Documentation Program the Center For World Indigenous Studies operates an extensive archival collection of documents and official publications, known as The Chief George Manuel Memorial Library, at its World Wide Web site [www/halcyon.com/FWDP/](http://www/halcyon.com/FWDP/) as well as a new established link with Amazon.com on line book store.

**Fourth World Atlas**-The Fourth World Atlas is a twenty-years project begun in 1986 established to promote the development of formal documentation of Fourth World Nations, their peoples, territories, economies and cultures using various mapping and research techniques. One current example is the Kowlitchk Illahee Mapping Project. Under the coordination of Greg LaDue-Grove, this is a continuing project aimed at documenting the aboriginal territory of the Cowlitz Indian Tribe. Tribal members and the coordinator working in cooperation with the University of California-Berkeley have developed a base map which depicts the original village sites along the Cowlitz River.

In celebrating our fifteenth year anniversary, we have recently centralized our organization and are seeking funding in the amount of \$220,000 (2 years) for general administrative support in our Olympia, Washington office. Funding would allow CWIS to develop and evolve to a higher level of efficiency which would increase our accessibility to those our purpose serves. In addition, funding would further the facilitation of programs and projects which have been ongoing since 1984.

Thank you for your time and consideration.

Sincerely,

Dr. Rudolph Ryser  
Executive Director





*The William  
and Flora  
Hewlett  
Foundation*



*The William  
and Flora  
Hewlett  
Foundation*



## *Statement of Purpose*

The Hewlett Foundation, incorporated as a private foundation in the State of California in 1966, was established by the Palo Alto industrialist William R. Hewlett, his late wife, Flora Lamson Hewlett, and their eldest son, Walter B. Hewlett. The Foundation's broad purpose, as stated in the articles of incorporation, is to promote the well-being of mankind by supporting selected activities of a charitable nature, as well as organizations or institutions engaged in such activities.

The Foundation concentrates its resources on activities in education, performing arts, population, environment, conflict resolution, family and community development, and U.S.-Latin American relations.

Some subareas of interest to the Foundation are listed in the program descriptions that follow. Special projects outside of these broad areas may from time to time be approved by the Board of Directors. Although the Hewlett Foundation is a national foundation, with no geographic limit stipulated in its charter, a proportion of disburseable funds has been earmarked for projects in the San Francisco Bay Area.

The Foundation has a strong commitment to the voluntary, nonprofit sector. It will therefore assist efforts to improve the financial base and efficiency of organizations and institutions in this category. Proposals that show promise of stimulating private philanthropy are particularly welcome.

In its grantmaking decisions as well as in its interests and activities, the Hewlett Foundation is wholly independent of the Hewlett-Packard Company and the Hewlett-Packard Company Foundation.

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*Assistant Treasurer for  
Investments*

Fe P. Snider  
*Librarian*

The conflict resolution program supports work in a wide variety of settings. The Foundation favors general support grants intended to strengthen the institutional capacity of conflict resolution organizations and research centers. Grants are made in six categories.

*Theory Development.* The Foundation is particularly interested in university-based centers that demonstrate both a strong commitment to systematic, interdisciplinary research on conflict resolution and an ability to contribute to the improvement of conflict resolution practice.

*Practitioner Organizations.* The Foundation is interested primarily in opportunities to help effective and stable groups increase their capacity for growth and outreach. Grants support new approaches and new applications of conflict resolution methods, the achievement of greater organizational maturity, and efforts to enhance the overall impact of practitioner organizations on the field and on the communities in which they work. Candidates must demonstrate either (1) the capacity to deliver services to low-income citizens and other communities that historically have been underserved by the conflict resolution field; or (2) the capacity to extend the benefits of federal or state policy initiatives in conflict resolution to a wide audience.

*Promotion of the Field.* The Foundation supports organizations that (1) educate potential users about conflict resolution techniques; (2) serve the training and support needs of professionals and volunteers in the field of conflict resolution; and/or (3) promote the field as a whole.



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*Consensus Building, Public Participation, and Policy-making.* Recognizing that the origins of conflict can often be traced to defects in methods of communication and participation in policymaking, the Foundation assists organizations that demonstrate means of improving the processes of decision making on issues of major public importance. The Foundation's interest is focused primarily on facilitating and convening organizations that explore new ways of approaching contentious public policy issues through collaborative action that addresses the legitimate interests of all involved parties.

*International Conflict Resolution (by invitation).* The Foundation supports a limited number of organizations that are working on the international application of conflict resolution techniques and the development of practice-relevant theory related to ethnic, ideological, religious, racial, and other intergroup conflict around the world. Applicants in this area are expected to show significant field-level involvement with conflicts that have international ramifications.

*Emerging Issues.* Each year the Foundation considers a small number of proposals addressed to emerging issues in the conflict resolution field. Grants support short-term projects responsive to such critical concerns as evaluation and professional standards. Applicants must demonstrate multi-institutional involvement in the work plan and project governance, as well as compelling evidence of likely impact on the field at large.

Proposals are considered according to the timetable below. Inquiries should be received by the Foundation at least three months prior to the deadline for submission of proposals.

	<b>Application Submitted by:</b>	<b>For Board Action in:</b>
Theory Development	January 1	April
Practitioner Organizations	October 1	January
Promotion of the Field	July 1	October
Consensus Building,		
Public Participation,	July 1	October
and Policymaking		
International Conflict		
Resolution	January 1	April
Emerging Issues	April 1	July

Grants in the education program are made to promote long-term institutional development, reform, or renewal in the program areas described below. Proposals of exceptional merit that do not fit directly within the stated areas may be considered if they serve several institutions or otherwise advance the Foundation's interest in improving elementary, secondary, or higher education. Detailed guidelines are available on request for programs marked with an asterisk (\*). Applicants are encouraged to submit a brief letter of inquiry for review before preparing a complete proposal. Grants are awarded on the basis of merit, educational importance, relevance to program goals, and cost-effectiveness.

### *Higher Education*

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

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

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*Liberal Arts Institutions.\** The Foundation supports private liberal arts colleges and small to mid-sized comprehensive private universities that engage in self-assessment, planning, and program development to enhance the teaching-learning relationship, with emphasis on programs that strengthen the connection among liberal learning, students' career potential and goals, responsible citizenship, and personal development. This program favors but is not limited to institutions in California, Oregon, and Washington.

*General Education in Research Universities.\** The Foundation supports initiatives in research universities to rethink and improve the general education of lower-division undergraduates. Proposals that focus on student outcomes, faculty incentives, teaching innovations, and especially the general education curriculum taken as a whole will be favored over those concerned only with curriculum design.

*Tools of Scholarship.* A limited number of grants are made to research-library umbrella organizations (but not to individual libraries) and similar collaborative entities that improve scholarly communication through the cost-effective use of technology.

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

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### *Elementary and Secondary Education*

Grants in the K-12 area are generally limited to California programs, with primary emphasis on public schools in the San Francisco Bay Area. Proposals are expected to aim for systemic significance in an effort to advance educational reform. In this program the Foundation favors schools, school districts, colleges, universities, and groupings of these entities. Third parties may be considered when a school or district takes primary responsibility for the reform aspects of the work. The Foundation does not support supplementary or compensatory programs, electing instead to focus on institutional and policy changes that will influence the success of schooling on a sustainable basis.

The Hewlett and Annenberg foundations in May 1995 jointly awarded a \$50 million, five-year matching challenge grant to the Bay Area School Reform Collaborative for public school reform in the counties of San Francisco, San Mateo, Santa Clara, Alameda, Contra Costa, and Marin. Programs that reinforce the reform objectives of the Collaborative will be given highest priority in the consideration of proposals in the categories described below.

*The Teaching Career.* The Foundation supports programs carried out by colleges, universities, school districts, or other agencies in partnership with schools dedicated to strengthening the profession of teaching and to improving teachers' career preparation and professional development. The Foundation seeks to support new and effective approaches to preservice training, initiation into classroom practice, continued development, and professional standards to enhance teacher effectiveness and the career attractiveness of teaching.

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

*Regional Support.* The Foundation supports organizations and programs that provide support for public school reform and improvement to the Bay Area as a whole or to substantial subsections of it.

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

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

## *Environment*

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

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

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

The Foundation emphasizes general support grants aimed at building the institutional capacity of highly promising nonprofits that may lack the ability to generate unrestricted support from memberships, sales of materials, and other sources. Priority is given to organizations serving the entire region or whole ecosystems within the region. The specific components of the program are as follows.

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

*Education of Decision Makers and the General Public.* The Foundation supports organizations engaged in the broad dissemination of nonpartisan information on Western environmental issues to decision makers and the general public.



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*Decision-Making Processes.* The Foundation assists organizations that demonstrate, document, or study how environmental decision-making processes could be improved in the West. Support is focused primarily on organizations engaged in brokering, facilitating, or mediating negotiations between contending interests.

*Rural Communities and the Environment.* The Foundation supports organizations working on the integration of rural community development and environmental protection through a combination of scientific research, economic development strategies, and conservation activities of regional significance.

*Growth Management.* Recognizing that unchecked patterns of growth in the urban and suburban West have accelerated the degradation of biological and physical systems throughout the region, the Foundation awards grants to organizations that seek to improve growth management policies and practices through strategies involving natural resource protection.

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

In order to obviate unprofitable effort on the part of applicants, we emphasize that the environment program does not support proposals in the following areas: basic research; capital construction; conferences, symposia, or workshops; environmental education curricula (K-12 or adult); and museum facilities, exhibits, or programs. Similarly, this program does not make awards to individuals, organizations outside the United States, local land trusts, or groups that utilize advocacy or litigation as a central strategy for achieving organizational aims.

Through its work in the family and community development program, the Foundation seeks to improve the functioning of families and the livability of neighborhoods in the San Francisco Bay Area. To this end, the Foundation supports local and regional organizations that serve Bay Area communities and a limited number of national organizations whose work directly benefits local and regional efforts. Grants are made in five categories.

*Neighborhood Improvement.* The Foundation supports multi-year, comprehensive, cross-disciplinary efforts of community-based partnerships aimed at improving the human, economic, and physical conditions in selected neighborhoods. Involving a range of key stakeholders—such as families and individuals, civic and fraternal organizations, religious institutions, community-based organizations, private industry, and public officials—the neighborhood improvement initiative is designed to revitalize low-income communities through a concentration of flexible resources to be invested in local plans that address critical neighborhood issues. Examples of such eligible activities supported by local plans include, but are not limited to, strengthening formal and informal family support structures, creating jobs and affordable housing, and enhancing the capacity of neighborhood residents to engage in community development. Administered through local community foundations, support will be provided for planning, training, and technical assistance, program implementation, and evaluation efforts associated with neighborhood improvement activities.

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*Community Service.* The Foundation supports school- and community-based K-12 and a limited number of higher education service learning programs. In addition, it provides support to locally sponsored national service activities that involve young people in strengthening the ability of neighborhoods to respond to critical human development, public safety, and environmental issues.

*Responsible Fatherhood and Male Involvement.* The Foundation supports programs that engage or re-engage fathers in parenting and the support of the family and that promote adult male involvement in the lives of children and youth. Emphasis is placed on efforts that prevent early parenthood for young men, prepare men for the responsibilities of fatherhood, and foster the emotional connection between fathers and their children.

*Transition to Work.* The Foundation supports programs that help to mitigate the impact of the reduction or elimination of social safety-net benefits to poor and very poor families. Particular emphasis is placed on comprehensive programs that respond to the employment, education and training, child care, and other needs of families needing assistance in making the transition from public benefit programs to self-sufficiency.

*Employment Development.* The Foundation supports programs that expand job and wage opportunities for low-skilled, low-wage workers through strategies that target growth sectors of the economy. Primary emphasis is placed on partnerships among industry, government, job training programs, educational institutions, and community-based organizations.

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Limited program funds dictate that only a few of the requests reviewed can be supported. To help avoid unprofitable effort on the part of applicants, we call attention to the fact that the Foundation does not make grants in the following fields: physical or mental health; law and related fields; criminal justice or juvenile delinquency; drug and alcohol addiction; or the problems of the homeless, elderly, or handicapped. These exclusions derive not from a lack of sympathy with the needs in these fields but from the Foundation's determination to focus its resources.

The Hewlett Foundation's performing arts program entertains applications from professional dance, music, opera/musical theater, and theater companies as well as organizations that present the performing arts. In addition, the Foundation supports arts councils that serve San Francisco Bay Area communities and service organizations that assist arts organizations in all disciplines. It also makes grants to support Bay Area nonprofit film and video service organizations.

The focus of Foundation support is on long-term artistic development and managerial stability achieved, primarily, through a strategy of multi-year general operating support to organizations of programmatic merit that operate without incurring annual deficits. Where appropriate, the Foundation may recommend a matching requirement and, additionally, that a portion of matching funds be applied to endowments or cash reserves to help ensure the long-term financial stability of its grantees.

The Foundation gives preference to independent nonprofit Bay Area organizations with an established record of artistic achievement, administrative capacity, audience support, and realistic planning for artistic and organizational development. Artistic training programs, particularly those focused on young people, continue to be of interest to the Foundation.

The Foundation does not support one-time events, such as seminars, conferences, festivals, or touring costs for performing companies. It regrets that it cannot currently consider requests from individual artists or from

organizations in the following areas: the visual or literary arts; radio, film, or video production; the humanities; elementary or secondary school programs; college or university proposals; community art classes; and recreational, therapeutic, and social service arts programs.

To familiarize itself with the ongoing needs and characteristics of each discipline, the Foundation groups its proposal review by performing arts category for presentation to its Board of Directors. This also assists in planning and in the consistent application of criteria. While the Foundation does not expect to be able to adhere rigidly to the following schedule, it will make every effort to do so.

	<b>Application Submitted by:</b>	<b>For Board Action in:</b>
Music	January 6	April
Theater	Opera/Musical Theater	April 1
Dance	Film/Video Service	July 1
Organizations		July 1
		October

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

## *Population*

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**L**apid population growth continues to be a significant worldwide problem, despite the impact organized family planning programs have had in reducing fertility. The Foundation has three primary goals in this area: to increase the involvement of the public and private sectors, the media, and educational institutions in population issues; to improve the delivery of family planning and related reproductive health services; and to evaluate and help replicate the impact of educational and economic development activities on fertility. U.S. population issues are also of concern but represent a smaller proportion of the Foundation's annual program budget.

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

- Policy-oriented research and educational activities that inform policymakers both in the U.S. and abroad about the importance of population issues and the relevance of demographic change to other aspects of human welfare. The Foundation emphasizes efforts to expand the availability of financial resources and, through training, human resources to address population issues.
- Programs that develop and disseminate the knowledge and techniques needed to improve the quality and effectiveness of family planning activities. Support is also provided to evaluate the cost and practicality of programs that address broader reproductive health concerns in conjunction with family planning.

- Human development activities and interventions that affect fertility, such as programs that enhance women's economic and educational opportunities, improve their legal rights, diminish gender inequities, and foster female self-determination. Preference will be given to programs that include assessment of the cost and practicality of larger scale replication and evaluation of their impact on fertility behavior.
- Carefully selected research and development activities with the purpose of developing new and improved fertility control methods. The applied research and field testing needed to speed the development and availability of promising methods of fertility regulation is supported, rather than basic research.

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

The Foundation generally provides organizational, rather than project, support and favors those organizations that seek to bridge the gap between research, policy formulation, and program implementation.



The Foundation's new U.S.—Latin American relations initiative is an invitation-only program providing support for research and outreach activities that address the central issues in Latin American development and the varied relationships between the United States and the countries of Latin America.

The essential objective of the U.S.—Latin American relations program is to create new communities of interest in the Americas by encouraging meaningful collaboration among U.S. and Latin American institutions engaged in basic and policy research and related outreach activities. Institutions funded by the program will include both first-tier public and private research universities, academic institutions with promising emergent Latin American programs, non-university policy-research centers, and non-governmental and other organizations that provide a bridge between scholarship and public policy. The Foundation's commitment to Latin American research at leading university-based centers will continue. These major institutions have great potential for long-term policy impact through their combination of outstanding human resources, serious basic and policy research, teaching and training, convening power and infrastructure, and such subtle long-term influences as technology transfer, the education of future policymakers, and the creation of a public more informed about Latin American realities and U.S.—Latin American relations. These institutions will be a particular—but not the exclusive—focus of the program in 1998.

Four fundamental criteria guide the making of grants in the U.S.—Latin American relations program:

- Funds should facilitate serious research on issues of long-term significance for the region; the focus of pol-

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- Policy-oriented projects should be well-designed research with direct policy implications rather than speculative or ephemeral policy studies.
  - Funded programs should seek the active participation of policymakers, opinion leaders, and representatives of stakeholder communities.
  - Programs should be designed so as to result in significant enhancement of institutional strengths in the Latin American field, involving and benefiting the largest possible number of faculty or personnel across disciplines.
  - Strong preference is accorded projects that conduct activities in active collaboration with partner institutions.

Three basic classes of grants to support policy-research programs in Latin America and the United States are considered. First, collaboration grants are made to institutions in cooperative partnerships that transcend national boundaries. Such grants support research and related activities that are conducted by institutions in close association with counterparts from different countries of the Americas. Second, grants of general support are made to individual institutions to support work on U.S.–Latin American relations. These institutions are generally comprehensive research and studies centers. Third, project-specific grants are made to support focused work on specific issues.

Grants are made in four component areas:

- *Free Trade and Comparative Political Economy.* Analysis of commercial relations in the western hemisphere, domestic economic policymaking, and the impact of economic issues on bilateral and multilateral relationships.

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- *Poverty and Social Policy.* Analysis of poverty, the formation and application of social policy, and the impact of social issues on bilateral and multilateral relationships.
  - *Democratization and the Rule of Law.* Projects focusing on political trends, issues in representation, legal reform, and the impact of these issues on bilateral and multilateral relationships.
  - *Hemispheric and Transboundary Environmental Issues.* Special consideration is given programs addressing issues of environmental degradation, natural-resource management, biodiversity, preservation, and the impact of these issues on bilateral and multilateral relationships.

Priority subregions in the program's initial period of expansion include Mexico, the U.S.-Mexican border region, Chile, Argentina, and Brazil. The three South American countries have been selected for the initial phase of program development because of their historical and current significance to the United States, their large economies and populations, and their well-developed policy-research infrastructures.

Proposals are considered on an invitation-only basis, and, in order to support the maximum number of new institutions, support is generally granted for an initial period of two years. Grants support activities primarily at U.S. and Latin American institutions; because of the budget and foreign-exchange constraints imposed by the recent economic crisis, Latin American institutions will be a particular focus of support in 1998.

**B**ecause the foregoing program descriptions are brief and are under continuing review, the most efficient means of initial contact with the Hewlett Foundation is a letter of inquiry, addressed to the president. The letter should contain a brief statement of the applicant's need for funds and enough factual information to enable the staff to determine whether or not the application falls within the Foundation's areas of preferred interest or warrants consideration as a special project. There is no fixed minimum or maximum with respect to the size of grants; applicants should provide a straightforward statement of their needs and aspirations for support, taking into account other possible sources of funding.

Letters of application will be briefly acknowledged upon their receipt, but because the Foundation prefers to operate with a small staff, a more detailed response may in some cases be delayed. Applicants who have not had a substantive reply after a reasonable period of time should feel free to make a follow-up inquiry.

The Foundation recognizes that significant programs require time to demonstrate their value. It is therefore willing to consider proposals covering several years of support. While the Foundation will entertain specific projects in its areas of interest and will on occasion provide general support for organizations of special interest, it expects to work primarily through organizations active in its main programs. One exception is the family and community development program, under which the Foundation makes some small grants for specific projects that meet an immediate community need. Like most foundations, the Hewlett Foundation is unwilling to assume responsibility for the long-term support of any organization or activity.

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

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

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

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

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



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