

William and Flora Hewlett Foundation

Charting Impact Report * Prepared 05.17.2011

This report represents William and Flora Hewlett Foundation's responses to Charting Impact, a joint project of [BBB Wise Giving Alliance](#), [GuideStar USA Inc](#), and [Independent Sector](#). Charting Impact uses five simple yet powerful questions to encourage strategic thinking and help organizations share concise information about their plans and progress toward impact.



William and Flora Hewlett Foundation
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Mission:

Making grants to solve social and environmental problems, at home and around the world.

- CEO Reviewed
- Not yet Board Chair reviewed
- Not yet stakeholder reviewed

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1. What are we aiming to accomplish?

The Hewlett Foundation works to solve social and environmental problems at home and around the world. The following document summarizes the work of the Foundation's six main programs.

EDUCATION PROGRAM: (1) Increase educational achievement, economic opportunity, and civic engagement by educating students to succeed in a changing world through deeper learning (mastery of core academic knowledge, critical thinking, communication, collaboration, and learning to learn). (2) Equalize access to knowledge and improve the practices of teaching and learning through the development of a robust open educational resources infrastructure. (3) Support the conditions for educational reform in California.

ENVIRONMENT PROGRAM: (1) Conserve the ecological integrity of the North American West for wildlife and people; (2) Ensure the global average temperature increases less than two degrees Celsius; (3) Energy is produced and used cleanly and efficiently, with limited impacts on human health and environment.

GLOBAL DEVELOPMENT PROGRAM: Improve the lives and livelihoods of people in developing countries, particularly the poorest—most of whom are women and children—by promoting equitable and sustainable economic growth.

PERFORMING ARTS PROGRAM: (1) Exceptional works of art are created and (2) through their performance and preservation more individuals in the Bay Area participate in the arts.

PHILANTHROPY PROGRAM: (1) Philanthropic dollars in the US go to the highest-performing nonprofits. (2) Hewlett grantees funded by the organizational effectiveness program become healthier, more effective organizations.

POPULATION PROGRAM: (1) To promote and protect reproductive health and rights; and (2) to help countries stabilize their populations in ways that promote human well-being and sustain the environment.

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2. What are our strategies for making this happen?

EDUCATION PROGRAM: (1) Policy: advance policy and incentive systems that support deeper learning in 5-10 states; Practice: encourage adoption of top-quality curricula and tools in 5-10 states; Proof points: support creation of a national network of 100 high-performing community colleges and secondary schools systems serving as beacons for reform. (2) Focus on eight key components to establish an infrastructure to shift education to a more open paradigm: core agencies, networks, partnerships, intellectual property, guidelines, sustainability, research, and metrics. (3) Fund a healthy eco-system of organizations supporting state policies to improve student outcomes in California.

ENVIRONMENT PROGRAM: (1) Ecosystems throughout the North American West will thrive if (a) public lands are better managed to protect remaining large roadless areas; (b) river flows are increased; (c) energy development shifts from fossil fuels; and (d) public funding for private land conservation is available in priority conservation areas. (2) Nations with high existing or projected future energy demand adopt and implement policies requiring that (a) new energy demand be met through efficiency; (b) the vast majority of vehicle greenhouse gas and conventional pollution is cut; and (c) the full cost of greenhouse gas pollution is borne by the emitter.

GLOBAL DEVELOPMENT PROGRAM: (1) Grantmaking will address breaks in the "funding of services chain" by maximizing revenues (esp. from extractive industries and foreign aid) and by ensuring effective expenditures (via mechanisms of accountability and oversight). (2) Quality Education in Developing Countries (QEDC) grantees strengthen awareness and accountability for children's learning by improving public knowledge about learning outcomes; demonstrate that low-cost, practical interventions can improve learning on a broad scale; and make sure education funds improve learning.

PERFORMING ARTS PROGRAM: By supporting high-quality, exceptional arts organizations that sustain and refresh

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traditional art forms and that develop new and innovative work in a diverse range of aesthetics and disciplines, we ensure that exceptional works of art are created, performed, and preserved.

PHILANTHROPY PROGRAM: (1) Build supply of, demand for, and access to, high-quality data about nonprofit performance. (2) Make targeted capacity-building grants.

POPULATION PROGRAM: (1) Improve access to family planning and reproductive health (FPRH) by strengthening service delivery and outreach. (2) Increase use by ensuring broad contraceptive mix. (3) Stimulate research on economic impact of FPRH. (4) Train the next generation of population scientists. (5) Advocate to improve international reproductive health policies and official development assistance. The Program's work is concentrated in sub-Saharan Africa and the United States.

3. What are our organization's capabilities for doing this?

The Hewlett Foundation is a grantmaking institution with assets of around \$7 billion. The most important work is done by the Foundation's grantees, not by the Foundation itself. Accordingly, Foundation staff focus their efforts on ensuring that they make good grantmaking choices which maximize social and environmental impact. The Foundation has a set of protocols meant to encourage clear goals, strong strategies, and useful feedback loops. Further, the Foundation aims to hire program staff who have both issue expertise and generalist skills so that they are well-positioned to make good decisions. We also seek to tap into expertise outside of the Foundation.

The Foundation does not lobby or earmark its funds for prohibited lobbying activities, as defined in the federal tax laws. The Foundation's funding for policy work is limited to permissible forms of support only, such as general operating support grants that grantees can allocate in their discretion and project support grants for nonlobbying activities (e.g., nonpartisan research).

4. How will we know if we're making progress?

The Hewlett Foundation works to track near-term progress toward the long-term goals and strategies outlined above. Staff monitor the progress of individual grants through annual reports from grantees, conversations with grantee leaders, and other mechanisms. In addition, staff track program-level indicators across their grantee portfolios. These indicators include, but are not limited to, the following:

EDUCATION PROGRAM: # of states with policy environments and assessment systems supportive of deeper learning; # of deeper learning community colleges and school systems with evidence that their students outperform similar students at traditional schools; amount and diversity of funding for OER worldwide; # of districts using OER-aligned Common Core standards.

ENVIRONMENT PROGRAM: # of acres with improved ecological integrity; # of river miles with improved ecological integrity; # of acres with reduced/avoided fossil fuel development; status of particulate pollution; status of global climate policy debate; % of total baseline US electricity sales covered under national electricity efficiency standard; % of total US electricity sales under national renewable energy standard; status of efforts to reduce

GLOBAL DEVELOPMENT PROGRAM: % of 54 targeted resource-rich countries that have joined Extractive Industries Transparency Initiative (EITI); % of same cohort that have validated EITI compliance; % of sub-Saharan African countries ranked at the level of "significant information available" on the Open Budget Index; % improvement in student reading and math levels in project areas and targeted countries;

PERFORMING ARTS PROGRAM: total # of attendees at free live performing arts events performed by Hewlett grantees; qualitative judgment of quality and diversity of artistic output; % of Hewlett arts grantees judged to be financially healthy.

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PHILANTHROPY PROGRAM: # of freely available, impact-oriented profiles of US nonprofits; # of formal data-sharing arrangements among nonprofit information providers; total \$ given through online marketplaces with impact-oriented information; % of OE capacity-building grants rated as successful by program officers;

POPULATION PROGRAM: Annual # of Couple-Years of Protection delivered in sub-Saharan Africa; # of graduates of Hewlett-sponsored graduate programs in the population sciences; annual \$ of US government aid for family planning and reproductive health; index of US state-level reproductive rights policies; % of women at risk of unplanned pregnancy effectively using contraception.

5. What have and haven't we accomplished so far?

The Foundation operates as part of an ecosystem of grantees and other funders. Our grantees do the vast majority of the actual work. Accordingly, the Foundation does not necessarily claim credit—only that its grantees contributed to the following outcomes:

EDUCATION PROGRAM: Forty-three states (including D.C.) endorsed the Common Core shared standards for English/language arts and mathematics; forty-four states have joined common assessment development consortia; 108 of 110 California community colleges and 65 percent of its high schools have joined Cal-PASS data-sharing consortium; Basic OER infrastructure is established and growing; Apple iTunesU reported more than 120 million downloads of Web-based courses, the majority of them OER.

ENVIRONMENT PROGRAM: 75 million acres of Canada's Boreal Forest protected; additional protection secured for 575 river miles in 2010; clean truck plan launched at the Southern California ports, banning pre-1989 trucks; total global renewable energy production at 637 million MWh; bus rapid transit systems established in major cities of Brazil, Mexico, and China.

GLOBAL DEVELOPMENT PROGRAM: 57% of targeted resource-rich countries that have joined Extractive Industries Transparency Initiative (EITI); 6% have validated EITI compliance. Civil society assessments of student achievement completed in India, Kenya, Tanzania, and Uganda, with learning results widely debated and leading to efforts to improve learning in two countries.

PERFORMING ARTS PROGRAM: Grantees engaged 2.7 million people in free performing arts events in 2009; 72% of grantees operated without debt in 2009.

PHILANTHROPY PROGRAM: 10, 310 impact-oriented profiles available across six platforms: Guidestar, DonorEdge, GiveWell, Philanthropedia, GreatNonprofits, Root Cause.

POPULATION PROGRAM: 8.5 million annual Couple-Years of Protection delivered by Hewlett grantees in sub-Saharan Africa; in 2010; 97 population scientists completed graduate study through Hewlett Foundation-funded programs in Africa; Contraceptive Protection Index at 86% in the US; Annual US international aid for family planning and reproductive health at \$649 million.