The David and Lucile Packard Foundation

Annual Report 2001
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The David and Lucile Packard Foundation


The Foundation provides grants at the national and international level in the following program areas: Conservation; Population; Science; Children, Families, and Communities; Arts; and Organizational Effectiveness and Philanthropy. We also maintain a special focus on San Mateo, Santa Clara, Santa Cruz, and Monterey Counties in Northern California.

Now in our thirty-ninth year, we continue to be guided by the legacies of David and Lucile Packard and the core values they passed on to the Foundation—integrity, respect for all people, a belief in individual leadership, an enduring commitment to effectiveness, and the capacity to think big.
Message from the Chairman

The challenges of the past year have had a profound impact on the Packard Foundation and many of the nonprofit organizations we support. These difficult times have brought into sharp focus the essential role that leadership plays in efforts to strengthen communities, conserve the earth’s resources, reduce population growth, and improve our quality of life through scientific inquiry.

The belief in the power of leadership to motivate individuals and organizations to greater purpose—in difficult or abundant times—was a core value deeply held by my mother and father, Lucile and David Packard. They knew that individuals of talent, insight, and commitment can be found in any corner of society and that leaders come in many forms.

Whether it is an organization with a novel approach to provide reproductive health education to women and families, a scholar with the determination to pursue graduate studies in the sciences, or a coalition with the courage to address the conservation of critical habitats in the face of strenuous opposition, leadership can inspire change in our communities, the nation, and the world.

Today, at the Foundation, this knowledge continues to guide our work. It shapes our grantmaking, informs our planning, and spurs our pursuit of long-term solutions to deeply rooted, complex problems. As our nonprofit partners work to find solutions to the issues that affect us, the Packard Foundation will continue to support and promote their leadership in the hope that these efforts can build a better future for us all.

Susan Packard Orr
Chairman
Message from the President

In a year of dramatic and unexpected change, we have worked at the Packard Foundation to adapt to new circumstances, affirm focus on our core mission, and redouble efforts to align and strengthen the effectiveness of our programs.

To ensure that we advance our understanding of program impact, better share knowledge and ideas, and integrate as much and as appropriately as possible across programs, we hired new directors of evaluation and communications and promoted a senior staff member to lead cross-cutting initiatives.

Within our programs, we questioned past assumptions and reached for new learning. If this past year taught the world anything, it is that our deepest challenges cut widely across cultures, geography, and spheres of understanding. To be most effective in this new global community, we must support organizations, leaders, and approaches that bridge those chasms.

In this light, it seems appropriate in the pages that follow to share our past year with you through selected stories of leadership from our grantees. Much of the credit for the growth and learning in our own organization must be attributed to leadership from our own staff. I continue to learn from these capable and dedicated people. It is a pleasure and an honor to work alongside them.

David Packard once said, “There can be no place for half-hearted interest or half-hearted effort.” At the Packard Foundation, we are privileged to invest all of our heart in this vital enterprise of improving lives and protecting the earth—for today and tomorrow.

Richard T. Schlosberg III
President and CEO
Science Program
Dr. Krishna Foster, Assistant Professor of Physical Chemistry,
California State University, Los Angeles and 1992 Graduate Scholar
Los Angeles, California
The Packard Foundation’s Investment in Leadership

In 2001, Professor Wolfgang Ketterle of the Massachusetts Institute of Technology received the Nobel Prize in Physics for his study of matter at ultralow temperatures. Professor Ketterle’s discovery of a new state of matter—the Bose-Einstein condensate, in which atoms “sing in unison”—was immediately hailed for its potential to revolutionize fields such as precision measurement and nanotechnology.

As a 1996 Packard Fellow in Science and Engineering, Professor Ketterle was already immersed in the research that would eventually lead to his recognition by the Nobel Committee. Now in its fifteenth year, the Packard Fellows Program seeks out promising young researchers in the fields of science and engineering to pursue innovative lines of scientific inquiry and to inspire and train the next generation of young scientists and engineers.

At the Packard Foundation, we embrace a belief in individual leadership as one of our core values. The Nobel Committee’s recognition of Dr. Ketterle’s achievement is a straightforward example, but in the broadest sense all of our grantmaking is an endorsement of the power of individuals—from all walks of life and from every corner of the globe—to be leaders. Whether it is leading scientific discovery or prompting social change, we also recognize from 38 years of experience that effective leadership takes many forms and often emerges from surprising sources. The Packard Fellows Program is just one of some recent examples we would like to share with you.

Our support for educational programs to stimulate the scientific interests of young American Indian students and our targeted assistance to scientific scholars from Historically Black Colleges and Universities (HBCUs) typifies another kind of leadership we support. Our goal is to infuse the next generation of science leaders with individuals who have traditionally been underrepresented in the scientific enterprise.
Population Program
Margaret Crosby, Reproductive Freedom Project,
American Civil Liberties Union Foundation
Sacramento, California
Underwriting laboratories, equipment, and scholarships provides these students with tools that can open up new realms of possible achievement and spark previously unimaginable contributions.

“In high school, I was the only African-American female taking advanced placement calculus,” recalls Dr. Krishna Foster, who earned her Ph.D. in physical chemistry at the University of Colorado as a participant in the Foundation’s Graduate Scholars Program. “As an undergraduate at Spelman College, I took science classes for the first time with other African-American women. Now as a science professional, it’s my job to question reality, to ask what’s true, to think beyond what’s safe.”

The Science Program also continued its historic support of ocean science through the Monterey Bay Aquarium Research Institute (MBARI). Widely recognized as a leader in the area of oceanographic research, MBARI provides a unique collaborative environment for scientists and engineers to work together to develop innovative equipment, instrumentation, and methods for traversing and measuring the deep ocean.

Over the years, Foundation grantees have frequently demonstrated their eagerness to breach limiting conventions to achieve the greatest possible impact. Our Population Program, which provides grants in eight focus countries around the world—Ethiopia, India, Mexico, Myanmar, Nigeria, Pakistan, the Philippines, and Sudan—recognizes the power of these nonprofit partners to make a difference.

In 2001, at Mexico’s Instituto de Liderazgo Simone de Beauvoir, young women began training for prominent new roles in civic life. Through comprehensive programs, the institute works to strengthen the leadership capacities of young adults involved in directing civil, social, and cultural efforts. Intensive workshops also equip young advocates with the skills to shape opinion, influence networks, and contribute to progressive public discourse and policies on sexual and reproductive health and rights—helping to transform a society strategically positioned to advance reproductive rights throughout Latin America.
Conservation Program
California Rangeland Trust, The Nature Conservancy,
and Sierra Business Council
Truckee, California
Beyond this critically important effort, our Population Program’s goal of expanding reproductive health options has provided support for advocates, service providers, health professionals, and researchers on five continents—thereby working with others to build the leadership base for progress in reproductive health throughout the world.

Our support of the Public Health Institute has enabled established and emerging leaders from our eight focus countries to participate in a three-week course and a one-year affiliation with the International Family Planning Leadership Program, which is jointly funded by the Packard and the Bill & Melinda Gates Foundations. During the course, Packard-Gates fellows update their knowledge of family planning and reproductive health, improve specific leadership skills, envision how they can use these skills to make a difference in their countries, and develop and implement team action plans to begin realizing that vision once they return home. At the heart of this program lies a basic recognition of our shared humanity and the necessity of learning from one another in order to achieve our common goals.

Indeed, strategies employed to promote family planning and reproductive health services and secure reproductive rights in one nation often help inform and sharpen corresponding efforts elsewhere. By coming together to share perspectives, brainstorm tactics, and build skills, the Packard-Gates fellows return home more rigorously prepared to pursue their goals.

**Ideas Leading to Action**

Sometimes leadership arises in the leap from original thinking to transformative action. Our support for Ashoka, as a joint project of the Population and Conservation Programs, is currently aiding a remarkable cadre of social entrepreneurs in countries throughout the world who work with their neighbors to put into practice compelling ideas to advance social change. By providing these leaders with expert counsel on technical issues, opportunities to network with like-minded associates, and a sustaining stipend, Ashoka helps simultaneously advance environmental protection and reproductive health.
Conservation Program
Jay Caputo, Lunch Chef, Farallon Restaurant
Seafood Choices Campaign
San Francisco, California
The strategic dissemination of ideas and information plays a central role in much of the work supported by our Conservation Program. We know from grantmaking and monitoring over the years that scientific knowledge shapes sound conservation policies and practices around the world—from open space preservation in California to the cultivation of renewable energy sources in China. Unfortunately, many scientific experts have inadequate training or experience to communicate effectively with the policymakers and industry leaders whose decisions affect the health of our planet.

To address this problem head-on, the Conservation Program is underwriting the work of the Aldo Leopold Leadership Program, a groundbreaking effort that trains top-level scientists working in biodiversity and critical resource issues to effectively inject the best scientific information into the public policy debate. Fellows learn how to better communicate with the media and the general public, testify before legislative bodies, and consult with industry and government agencies. Following their extensive training and experience in the field, the scientists return to their home institutions—usually top universities in the United States—and pass on the knowledge and skills they have acquired to their colleagues and students.

This type of intellectual leadership is essential in meeting our long-range conservation goals. In other instances, such leadership comes from less obvious sources. Our efforts to protect marine ecosystems and fisheries have included support for the Seafood Choices Campaign, which is building on the success of a number of grantees to educate top chefs and other food industry leaders about sustainable practices and seafood selection. Not only have hundreds of stores and restaurants moved to provide sustainable seafood choices for consumers, but many chefs have become trusted and vocal authorities for the news media and general public on what to eat and why. Their leadership harnesses the power of the marketplace to advance an important conservation goal.
Children, Families, and Communities Program
Lucile Salter Packard Children's Hospital at Stanford
Palo Alto, California
New Voices, New Leaders

Given the complex problems facing children in our rapidly changing society, efforts to build strong families and sustain nurturing communities are inseparable from effective leadership.

In 2001, our Children, Families, and Communities Program provided support to establish promising new avenues to expand quality out-of-school time opportunities for children. With Foundation funding, the Action Against Crime and Violence Education Fund: Fight Crime, Invest in Kids Program has furthered public education and advocacy efforts in California and nationwide to promote the preventive benefits of after-school programs. Using a novel strategy, Fight Crime has effectively engaged more than 1,000 sheriffs, police chiefs, prosecutors, and crime victims to speak out on the importance of child care and after-school programs to give young people the right start in life and avoid future costs associated with crime and violence.

Armed with research and data that demonstrate the measurable societal benefits of investing in children and youths, Fight Crime members gain access to policymakers by virtue of their leadership in local communities. Fight Crime California also works in concert with the Foundation Consortium, as well as other organizations such as Children Now, the California Council of Churches, and the California School-Age Consortium, in a leadership role to educate stakeholders and the public about these issues. Last year, these persistent efforts were victorious when an additional $30 million in California budget funds were committed to before- and after-school program expansion.

While building the base of national and statewide leadership, the Foundation is also striving to cultivate new legions of community activists within our local region—San Mateo, Santa Clara, Santa Cruz, and Monterey Counties—particularly among young people. We know from recent research that youths who regularly perform community service are 50 percent less likely to engage in risky behaviors, such as vandalism, truancy, drinking, and drug use. Beyond staving off personal crises and family
The David and Lucile Packard Foundation

Arts Program

Arts camp, Community School of Music and Arts
Mountain View, California
catastrophe, the mobilization of young people endowed with a sense of competence, belonging, and power inevitably proves an enormous asset to our communities.

To this end, our support for the Volunteer Centers of Santa Cruz County has underwritten an array of enterprising youth-led service and leadership programs. In the past year, young people have teamed up on volunteer efforts drawing more than 100 of their peers into projects such as painting over graffiti on public fences, cooking dinner for local homeless shelters, and cleaning up city neighborhoods. In addition, these young leaders have advocated successfully for the founding of a downtown teen center; organized public “Speak Outs” on juvenile justice, discrimination, and homophobia; and presented a set of recommendations for reducing substance abuse among local youths.

Finally, to ensure that children have access to the best possible health care, the Foundation continued our long-term assistance to the Lucile Salter Packard Children’s Hospital at Stanford. Our support for the Campaign for Packard Children’s Hospital—administered through the Lucile Packard Foundation for Children’s Health—reflects our commitment to sustaining the hospital’s leadership role in providing medical diagnosis and treatment to young people in California and around the world.

**Training Tomorrow’s Leaders Today**

Support for emerging leaders is an investment in the future. Our work to foster sustained institutional leadership in the national and regional arts communities has been a prime strategy of the Arts Program’s grantmaking for nearly two decades.

Last year, the Arts Program contributed to the maturation of local leadership in dance, music, drama, and visual arts institutions with grants to the Management Center in San Francisco. By blending traditional university arts management courses with a new values-based approach to leadership, the Management Center teaches artists how to replicate the often elusive
Arts Program
Kids ArtSunday, San Jose Museum of Art
San Jose, California
qualities that result in institutional excellence and flexibility. Selected leaders receive training tailored to the demands of their disciplines and constituencies, visit model arts groups in other parts of the country, and work alongside mentors of national prominence. They are now better prepared to assist their performing companies and educational centers in weathering the heights and depths of a roller coaster economy.

To bolster opportunities for arts professionals throughout the country, we also made a series of grants to Chicago’s Columbia College for its work in the new field of Arts in Community Development. This lively mix of disciplines can find professional artists working alongside young people to design and paint a mural reflecting the encounter of differing cultures in a changing community, or to write and produce an original drama that speaks to a sudden neighborhood crisis or the latent potential of a community. This powerful nexus of artistic excellence and youthful commitment has demonstrated its power to revitalize troubled communities. It is also the training ground for a new generation of civic leaders who grasp the power of the arts to articulate our hopes and fears and help realize our common dreams.

Leadership from Learning

Effective leaders are curious and adaptive—open to information and experiences that may challenge their own beliefs or the conventional wisdom of the time. Often they must press on in the face of strenuous opposition.

To extend the reach of new ideas in such a climate, the Packard Foundation has sought to support institutions that enable leadership to flourish. In the area of cross-cutting initiatives, we partnered with the New America Foundation to bring fresh voices to many of the crucial public policy debates affecting our society.

The New America Foundation provides financial and professional support to young public intellectuals whose views do not fit squarely in one ideological camp or another. Recruited from journalism, business, the military,
Organizational Effectiveness and Philanthropy Program
Leadership seminar, Interaction Institute
San Francisco, California
scientific research centers, and environmental organizations, they pursue an open-ended search for pragmatic solutions to our most pressing problems and write extensively on the issues. Their articles are then positioned to reach decision makers through placement in major media outlets and high-profile publications, such as *The New York Times*, *The Atlantic Monthly*, and *Foreign Affairs*.

We understand that organizational leadership is an asset as vital to the success of voluntary organizations as it is to businesses or government agencies, and we recognize that nonprofit institutions face unique stresses. Through our Organizational Effectiveness and Philanthropy (OEP) Program, we seek to infuse the nonprofit sector with skilled professionalism, self-reflection, and entrepreneurial spirit equal to any sector in American society.

Recent grants to Stanford University’s Graduate School of Business and its Center for Social Innovation are underwriting the Executive Program for Nonprofit Leaders—an intensive management course with participants drawn from human services, health care, community development, and education. Over two weeks, these nonprofit executives steep themselves in a curriculum based on recent research and management cases taught in Stanford’s core MBA program by Stanford Business School faculty. Additional presentations cover the intricacies of nonprofit leadership and governance; organizational vision, strategy, and marketing; and the cultivation of earned income sources.

The OEP Program also supported Portland State University’s Institute for Nonprofit Management, where people of color are now training to assume demanding new leadership roles within a voluntary sector beset by change. Fellows join study groups, class discussions, team projects, and research trips, furthering their own capabilities both within the nonprofit realm and the larger community. Upon completion of the program, many graduates enroll in advanced management courses, while taking on new responsibilities as peer coaches for other individuals and organizations—a multifaceted strategy crafted to increase local leadership capital for years to come.
Population Program
Women's Planning Meeting of Pakistan
Lahore, Pakistan
More Effective Support for Tomorrow’s Leaders

Each of these profiles illustrates the ability of effective leaders to mobilize communities and improve lives, but these stories have also broadened and enriched our ongoing conversation about leadership—and challenged us to ask essential questions:

How can we better identify, recruit, train, and support the next generation of leaders?

How can we best measure their impact and allocate our support appropriately?

How can we continue to learn from other individuals and organizations—from other services and sectors—who share our commitment to supporting leadership?

How can we support new models of leadership for tomorrow’s more interconnected organizations?

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We are encouraged that so many organizations committed to the health of the nonprofit and philanthropic sectors are exploring these issues of leadership. Working together to examine and refine the role that leadership plays in all our efforts—both successes and missteps—can only improve our chances of making a difference.