



We invest in strategic organizations and exceptional leaders to improve the rights, opportunities and well-being of others, especially the most vulnerable and disadvantaged.

- Emphasis on general support (and for the long-term)
- Impact (effect transformational change that can improve the lives of large numbers of people)
- Fill gap and/or potential for leverage
- High tolerance for risk (including start-ups)
- Relatively large grants to relatively few organizations
- Extensive due diligence
- Macro-management (not micro-management) on big picture issues (excellence, effective leadership, strong management, strategic planning, accountability, risk management)
- Look for opportunities to add value beyond funding
- National emphasis – not local, regional, or international

Advance Policy Change			Support Innovative Scientific Research and Improve Health
Policy Development and Advocacy	Expose Corruption and Abuse To Produce Systemic Reform	Strengthen Research, Networks and/or Capacity	
<p>Center for American Progress</p> <p>Center for Responsible Lending</p> <p>ACLU (including affiliate support)</p> <p>Environment: Oceana, Earthjustice, Sierra Club, climate and clean energy projects, Center for Biological Diversity, Baja California projects</p> <p>Learning Policy Institute (evidence-based policy to improve pre-K-12 learning)</p> <p>MDRC (evaluates social policy)</p> <p>Urban Institute</p> <p>Success for All (literacy program for high-poverty children)</p> <p>Tax Policy Center</p>	<p>ProPublica</p> <p>Human Rights Watch</p> <p>Campaign Legal Center</p> <p>Civil Rights Corps</p> <p>All Voting is Local (monitoring voter suppression)</p> <p>Student Borrower Protection Center</p> <p>Alliance for Securing Democracy</p> <p>Democracy Forward</p> <p>American Oversight</p> <p>Human Rights Center (UC Berkeley)</p> <p>National Center for Youth Law</p> <p>Credit card standards (with Pew)</p> <p>Sentencing Project</p>	<p>Washington Center for Equitable Growth and UC Berkeley Center for Equitable Growth</p> <p>Center on Budget and Policy Priorities (emphasis on the State Priorities Partnership network)</p> <p>Leadership Conference</p> <p>Indivisible</p> <p>Faith in Action</p> <p>Truman National Security Project</p> <p>American Constitution Society</p> <p>J Street Education Fund</p> <p>Faith in Public Life</p>	<p>UCSF Program for Breakthrough Biomedical Research (support for innovative basic science)</p> <p>UCSF Center for Next-Gen Precision Medicine Diagnostics</p> <p>UCSF Sandler Asthma Basic Research Center (SABRE)</p> <p>UCSF Neurosciences Center</p> <p>Stanford Clinical Excellence Research Center (high quality health care at lower cost)</p> <p>UCSF Glioblastoma Program</p> <p>American Asthma Foundation Research Program</p> <p>Public Library of Science (PLoS) (open access science journals)</p> <p>Johns Hopkins: National initiative to reduce central line infections</p> <p>UCSF parasitic disease research and drug development</p>
<ul style="list-style-type: none"> • The foundation helped launch these organizations/initiatives. • The foundation has provided support, both financial and other, to help catalyze the expansion and/or improved operating capacity of these organizations/initiatives. • The foundation provided support to these organizations/initiatives that are now completed or self-sustaining or outside the foundation's current areas of focus. 			