



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
- Relatively large grants to relatively few organizations
- High tolerance for risk (including start-ups)
- 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
- Extensive due diligence
- US focus – federal and some state; not local 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 Center for Responsible Lending ACLU Environment: Oceana, Earthjustice, Vote Solar, IEEFA, Climate Jobs National Resource Center, Sierra Club, Center for Biological Diversity, Baja California projects Learning Policy Institute Reset.Tech Accountable Tech MDRC Tax Policy Center Urban Institute</p>	<p>ProPublica Human Rights Watch Campaign Legal Center All Voting is Local Democracy Forward American Oversight American Economic Liberties Project Student Borrower Protection Center Civil Rights Corps Human Rights Center (UC Berkeley) National Center for Youth Law</p>	<p>Washington Center for Equitable Growth Center on Budget and Policy Priorities (and the State Priorities Partnership network) Susan Sandler Fund Leadership Conference American Constitution Society Truman National Security Project Faith in Action Faith in Public Life J Street Education Fund</p>	<p>Sandler Program for Breakthrough Biomedical Research (at UCSF) UCSF Sandler Asthma Basic Research Center UCSF Neurosciences Center American Asthma Foundation Research Program UCSF Glioblastoma Precision Medicine Program UCSF Center for Next-Gen Precision Medicine Diagnostics Stanford Clinical Excellence Research Center Public Library of Science Johns Hopkins: National initiative to reduce central line infections 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 previously supported these organizations/initiatives that are now self-sustaining or completed, or outside the foundation’s current areas of focus. 			