

Columbia Foundation

A FAMILY'S VISION 1940-2013

“No fixed pattern has
been established beyond
the aim of attaining a
maximum of usefulness.”

— First Columbia brochure

COLUMBIA FOUNDATION

Columbia Foundation

A FAMILY'S VISION

1940-2013

COLUMBIA FOUNDATION

BOARD AND STAFF

Board of Directors and Officers at Closing

Christine H. Russell, President
Charles P. Russell, Secretary
Alice Russell-Shapiro, Treasurer
Maddy Russell-Shapiro

Staff at Closing

Susan R. Clark, Executive Director
Carolyn Koo, Grants Manager
Alex Hoskyns-Abraham, Program Associate
Ken Lehto, Accountant
Jo Hedley, London Arts-Program Consultant

Early Board Members

Madeleine Haas Russell, Founder
William Haas, Founder
John Altman
Walter Haas, Sr.
Daniel Koshland
Léon Bazalgette Russell

Former Staff

Marjorie de Young Elkus, Executive Director
John May, Executive Director
Jenny Holl, Administrative Assistant
Henry Holmes, Program Officer
Lori Linker, Administrative Assistant
Theresa Murray, Administrative Assistant

PROGRAM COMMITTEES AND MEMBERS

Arts and Culture, 2013

Frances Phillips
Tom Price
Stephen Taylor
Gary Thorne

Food and Farming, 2013

Ignacio Chapela
Claire Cummings
Desmond Jolly
David Mas Masumoto

Former Members

Paul Hawken
James Head
Lawrie Mott

Human Rights, 2013

Kevin Jennings
Rod Seymore

Former Members

Randy Hayes
Mike Hennessey
Chris Hest
David Linger
Anuradha Mittal
John Moyers

FINAL REPORT

Prepared by the San Francisco Study Center. Senior Writer/Editor Marjorie Beggs researched and wrote the manuscript. Executive Director Geoff Link edited the manuscript and helped shape the story. Graphic Artist Lise Stampfli Torme designed the book. Alice Russell-Shapiro provided final copy-editing.

For more information about Columbia Foundation

www.columbia.org (until 2020)

Columbia Foundation's records are archived and available to the public at the Bancroft Library, University of California, Berkeley. Madeleine Haas Russell's oral history is at http://bancroft.berkeley.edu/ROHO/narrators/russell_madeleine.html

© 2017, Columbia Foundation

Library of Congress Control Number: 2016912175

ISBN: 978-1-999956-19-1

Contents

Letter from the Trustees	6
Foreword: Susan R. Clark, Executive Director 1978-2013	7
PIONEERS IN PHILANTHROPY	9
Stern-Haas Family History	10
The Founding of Columbia	13
Finding a New Way	14
EARLY GRANTS	17
World War II and Human Rights	18
Arts and Culture	19
The Environment	22
NEXT GENERATION OF BOARD AND STAFF	23
CONTEMPORARY CONCERNS	29
Human Rights	30
Arts and Culture	35
Food and Farming	40
Jewish Life	45
COLUMBIA FOUNDATION CLOSES	47
Reflections	50
SUMMARY OF GRANTS	52
GRANTEES 1940-2013	53

LETTER FROM THE TRUSTEES

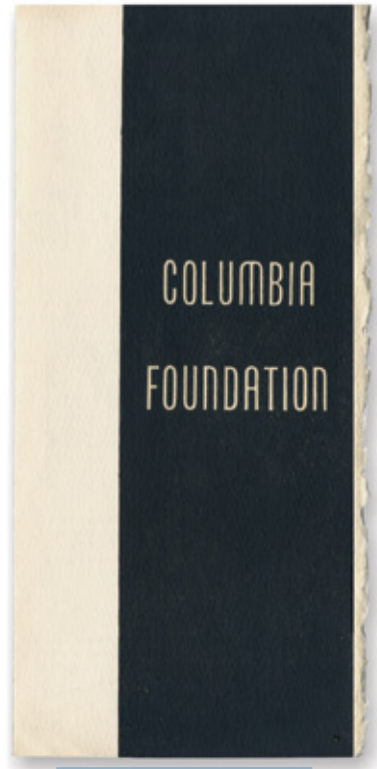
This report is the story of how, in 1940, the orphaned siblings Madeleine and William Haas launched Columbia Foundation into the nascent philanthropic world of the mid-20th century and how the foundation flourished for more than seven decades.

In that first year of Columbia's existence, the siblings called on relatives of their parents' generation to join them as the foundation's first trustees. Many years later, we answered the same call, representing the second (in 1978) and third (in 2011) generations of the family to serve as Columbia trustees.

William Haas died at 27, in 1943, but Madeleine Haas Russell lived until 1999, still at the foundation's helm after a life of personal and philanthropic accomplishments. Since then, we four directed Columbia Foundation until deciding to close its doors, in November of 2013.

Columbia will always be a cherished part of our family's history. We are gratified by the achievements of the foundation's thousands of grantees and proud of Columbia's reputation for supporting substantive, often pioneering, efforts to better the world.

Alice Russell-Shapiro
Charles Phillips Russell, II
Christine Haas Russell
Maddy Russell-Shapiro
2017



1940

*The foundation's first brochure
announced its purpose as
"advancing human welfare."*

FOREWORD

When I was hired as Columbia Foundation's executive director, in 1978, the trustees told me they wanted the foundation to "make a difference" and were willing to take risks. Their shared goal was social change, whether traditional or experimental, and they guided my work at the foundation for the next 35 years.

Columbia closed its doors November 30, 2013, but its legacy continues, reflected in a changing world to which the foundation contributed.

- In June 2015, the *New York Times* editorial board wrote about the just-announced "profound and inspiring" Supreme Court decision extending the right to marry to couples of the same sex. Columbia Foundation was an early and long-term supporter of gay rights in the general area of combatting homophobia and specifically the freedom to marry, providing \$5.5 million from 1979 through 2012 to build the movement leading to that momentous decision.
- The *Washington Post*'s Ann Midgett in August 2015 reviewed "Written on Skin," a new opera by George Benjamin and Martin Crimp, hailed by many as the best opera written thus far in the 21st century. Five years earlier, Columbia Foundation — without knowing the opera's title or subject — had granted \$137,000 to American Friends of Covent Garden to develop this exceptional work. From 1984 to 2012, the foundation awarded \$1.8 million for 30 new operas in London and San Francisco.
- In a first-ever court claim, 21 eight- to 19-year-olds sued the federal government, arguing that inaction on climate change violates their right to life, liberty, and property. Their suit, widely reported in August 2015 when filed in Eugene, Oregon, demands federal action to safeguard the climate. In 2011, Columbia Foundation's seed grant of \$200,000 helped establish Our Children's Trust, whose goal is "to protect Earth's atmosphere and natural systems for present and future generations . . . through a game-changing legal campaign seeking systemic, science-based emissions and climate-recovery policy at all levels of government."
- As classes reconvened in fall 2015, two University of California campuses enrolled hundreds of students in the study of agroecology — nonindustrial agricultural systems that are as productive as the industrial and have the added benefit of yielding nourishing food crops, restoring soil health, removing toxic pesticides, and providing just employment. In 1982, in Columbia's largest single grant to that point, it awarded \$250,000 to U.C. Santa Cruz to establish what was likely the world's first academic

agroecology program. Between 2007 and 2013, the foundation awarded \$275,000 to the U.C. Davis Agriculture Sustainability Institute to create the university's first undergraduate major in Sustainable Agriculture and Food Systems. From 1979 through 2013, Columbia's support for sustainable food and farming systems totaled \$11.6 million.

- The Prison University Project, whose central focus is a college program at San Quentin State Prison, won the respected 2015 National Humanities Medal. The citation, presented by President Barack Obama to Executive Director Jody Lewen at a September 2016 White House ceremony, reads, "For transforming the lives of incarcerated people through higher education. Its programs offer opportunity and inspiration to their students, providing an example for others to emulate." Columbia's grants to the project totaled \$300,000.

The Columbia board funded the above projects — and scores more of the same promise and importance — with no guarantee they would succeed. The board knew only that the people involved were exceptionally knowledgeable, creative, and persistent, and that the work they were undertaking, if successful, was certain to be of value. Risk was not a barrier to action for Columbia, which often funded new ideas and strategies when few others would. Patience, tenacity, and a long view were accepted as necessary for real progress.

This report documents the history of Columbia Foundation and the Haas-Russell family members who founded and led the foundation for 73 years, providing the intellectual capital and guidance for the foundation's ambitious, fruitful agendas.

Susan R. Clark, Executive Director 1978-2013
2017

COLUMBIA FOUNDATION

Pioneers in Philanthropy

When Columbia Foundation's four prospective board members met for the first time — September 22, 1940 — they agreed to support “new or experimental projects that promise to reveal new facts or methods,” according to a memorandum for that meeting. With that language, they set the stage for almost three-quarters of a century of forward-looking grantmaking.

Columbia would make more than 4,000 grants, totaling \$90 million, during its seven decades. Many grants supported projects that were unconventional or had unpredictable outcomes: aiding American detainees of Japanese descent during World War II, creating 30 new operas, helping launch a fledgling public-TV station, educating prisoners in order to reduce recidivism, establishing a community foundation, fostering sustainable agriculture, protecting the human and civil rights of gays and lesbians.

At that first meeting, held at the Haas family home in Atherton, 30 miles south of San Francisco, were founders Madeleine Haas, 25, her brother, William (Bill) Haas, 24, their uncle Samuel Lilienthal, and their attorney, John Altman, who was married to a Haas cousin. Marjorie de Young Elkus, Columbia Foundation's first executive director, wrote the memorandum.

Altman was handling the young heirs' finances, and the foundation was his brainchild. After meeting with Ms. Haas to discuss the notion in spring 1939, he wrote her brother: “Madeleine seems very favorably inclined to create such a foundation jointly with you. ... The idea occurred to me that you and Madeleine might find it advantageous and worthwhile to create a charitable foundation in the form of a trust or a corporation. ... [It] will enable you [two] to make studies of social, educational, and philanthropic problems in which to interest yourselves and to do the things which I know eventually the two of you will want to do.”

Madeleine and Bill Haas were both good students who earned Phi Beta Kappa keys. She was a recent magna cum laude graduate of Smith College, he a Stanford University graduate with an MBA from Harvard Business School.

Their inherited wealth, Altman advised them, was more than sufficient to launch a foundation: their joint income for 1938 was \$443,000, more than \$7.5 million by 2017 standards.

STERN-HAAS FAMILY HISTORY

The Haas siblings' parents were descendants of renowned, business-savvy Gold Rush-era entrepreneurs. Their mother, Fannie Stern Haas, was the daughter of Jacob and Rosa Stern and the grandniece of jeans-inventor Levi Strauss. Strauss, never married and childless, upon his death in 1902 left his 50-year-old, highly successful business to his nephews Jacob, Sigmund, Louis, and Abraham Stern, the sons of his sister Fanny Strauss-Stern and her husband, David Stern. Jacob Stern succeeded his uncle as Levi Strauss Company president.

Madeleine Haas Russell had fond childhood memories of her maternal

grandfather. In a 1989 oral-history interview for the University of California, Berkeley, History of Bay Area Philanthropy series, she recalled him practicing the piano, teaching her words in Spanish and Italian, conversing with her in French, and viewing his art collection with her. “He had an art gallery in his house ... a large walnut-paneled room on the ground floor. ... He used to take me around and talk to me about the paintings.” That relationship initiated her lifelong love of the arts.

Her father, Charles, was descended from a prosperous San Francisco merchant family whose grocery and liquor-distribution company dated from the 1850s. He and Fannie Stern married in 1913. After her death, in 1920, and his, in 1927, the children, now orphans, went to live with their uncle and aunt, Samuel and Alice Haas Lilienthal, who had a son and two daughters.

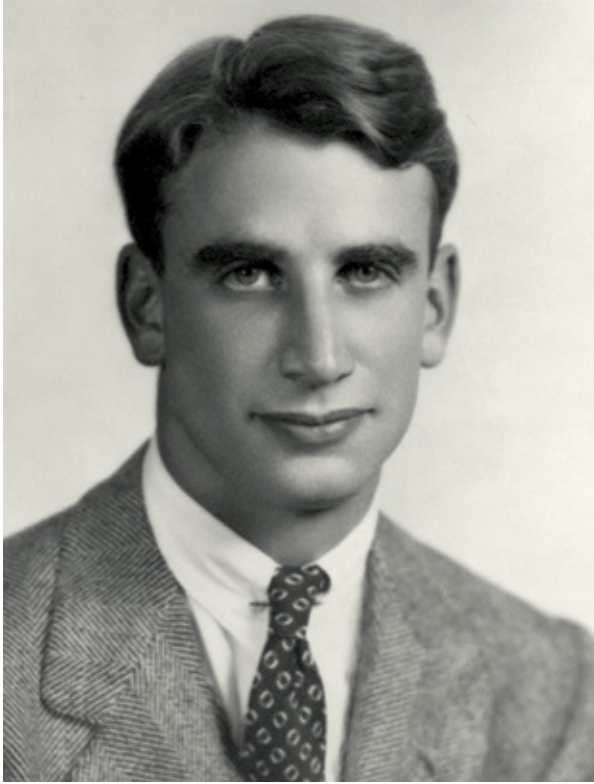
“She was a wonderful, wonderful aunt ... like a mother to me,” recalled Madeleine Haas Russell, who named her first-born child Alice.

The Lilienthals’ house was an elaborate 17-room Queen Anne Victorian on Franklin Street in San Francisco, built in 1886 for William and Bertha Haas,



1920s

A formal, undated photograph captures the early poise of Madeleine Haas, born in 1915, and her brother, Bill, born a year later. They may have been recently orphaned: their father, Charles Haas, died in 1927, their mother in 1920. Russell family photo



1940s

Madeleine Haas and her brother, Bill Haas, were young adults just a few years out of college when they founded Columbia Foundation, one of San Francisco's first family foundations. Photograph, right, by Berenice Abbott

Alice Lilienthal's parents. The Lilienthals raised their children, niece, and nephew there.

The Haas siblings lived in that house until they left for college. Schooled at the Katherine Delmar Burke School for 12 years, Ms. Haas chose Smith College on the East Coast because, she said, "I was beginning to feel adventurous. I wanted to see a different part of the country."

Bill Haas chose to stay in the Bay Area for his undergraduate work, obtaining his degree at Stanford University, but then he, too, went East, to Harvard Business School, for his MBA. The school, said Mrs. Russell, had "a wonderful reputation," gave him "different ideas" about business, and helped him "see things with a fresher outlook."

His sister's education at Smith similarly paved the way for a lifetime of liberal interests, says Alice Russell-Shapiro, the eldest child of Madeleine Haas Russell and Léon B. Russell. "I see a line connecting her Smith years, which radicalized her, and when she and Uncle Billy started the foundation. She was brought up in a conservative, upper-middle-class Jewish family, and Smith was a left-leaning school — she told me once that she almost became a Communist."

Indeed, Mrs. Russell confirmed that statement in her oral history: "There was quite a lot of political activity at Smith. We used to have speakers, I remember, from the Seaman's Union and places like that. There were strikes in those days, and people would come and tell us about it. ... I was quite interested in Communism in those days. I thought it was a very interesting form of government, and I really believed quite a lot of what they said, even though, I'm happy to say, I never joined the Young Communists or the Communist Party or any of what used to be called 'front' organizations."

Her relatives, most of them Republicans, weren't happy about her politics when she was at Smith, or later when she was active in Democratic Party campaigns, she said. "They thought I was very 'pink.'"

THE FOUNDING OF COLUMBIA

John Altman's letter urging the siblings to study "social, educational, and philanthropic problems" in advance of forming a foundation and to pursue "things which I know eventually the two of you will want to do" also contained practical advice. He detailed how the foundation might operate and recommended hiring a paid worker to relieve them of the "sentimental pressure" of making "investigations and enquiries" themselves. He added, courteously, "Please do not think I am trying to spend your money for you."

They took his counsel. They hired a director and incorporated their foundation in December 1940, giving it a neutral moniker.

"I didn't want it known that we had a foundation," Mrs. Russell recalled.

“My brother thought of [the name]. We tried to find something anonymous. Somebody suggested the Wilmad Foundation, but we decided on ‘Columbia,’ from [the 19th-century patriotic song] ‘Columbia, the Gem of the Ocean.’ ”

The desire for anonymity was more than modesty, she told oral-history interviewer Gabrielle Morris. “I was very embarrassed about having so much [money]. Other people had parents who were rich, but to be rich yourself when you’re 22 is sort of embarrassing. Not everybody feels that way, but I did. And especially during the Depression.” In the early days of the foundation, during site visits to prospective grantees, she explained, “I would change my name to Hays so no one would know who I was.”

The founders quickly found worthy grantees, many untested and some whose work was controversial. In the first year, the young philanthropists’ grants for projects, general support, and fellowships to 16 organizations and institutions, all but one in California, totaled \$170,000 (\$2.9 million in 2017 dollars). Support ranged from a \$1,000 grant (\$17,000) to the Birth Control Federation to a two-year, \$22,650 (\$383,000) grant to help develop a statewide housing program as the country edged toward war and national rent control was being considered.

Grants also supported a summer camp for diabetic children, helped establish the Irwin Memorial Blood Bank, and funded a three-year research project on bubonic plague conducted at UCSF Medical School. Of special interest to Bill Haas was a grant to cover Czech music educator and conductor Dr. Herbert Jan Popper’s salary at Stanford University, where he established the first opera workshop on a West Coast campus. Another provided a fellowship for Francis J. Violich to study housing and planning efforts in Latin America. Mr. Violich later co-founded U.C. Berkeley’s Department of Environmental Design.

Modest grants sometimes played key roles within major projects. In 1941, the U.S. Department of Agriculture began planning a “model village” at a migrant-labor camp in Porterville, 75 miles from Fresno, that would include permanent housing, landscaping with flowers and trees, an efficient sewage system, and a community center. Columbia’s October 1941 grant of \$5,615 helped establish a nursery school at the camp.

FINDING A NEW WAY: MODELING FLEXIBILITY

The East Coast has a long tradition of family foundations: Carnegie was established in 1905, Rockefeller in 1913, Kellogg in 1930, Ford and Robert Wood Johnson in 1936. But in San Francisco, only three family philanthropies existed before Columbia Foundation formed, in 1940: the Mary A. Crocker Trust, founded in 1889 by Crocker’s four children, heirs to railroad and banking fortunes; the Rosenberg Foundation, incorporated in 1935 by relatives and business associates of Max L. Rosenberg, who, with his brothers, had begun packing and shipping California dried fruit in 1893; and the James Irvine

Foundation, established by the agricultural pioneer in 1937.

Other notables, whose family foundations in the city followed Columbia, were: Mortimer Fleishhacker, in 1947; Richard and Rhoda Goldman, 1951; Walter and Elise Haas, 1952 (the same year the Levi Strauss Foundation opened); Evelyn and Walter Haas, Jr., 1953; Jennie B. Zellerbach, 1956; and Wallace Alexander Gerbode, 1961.

With a dearth of local models for operating the new Columbia Foundation, the Haas siblings began by making grants that reflected their values and interests, a traditional approach to

grantmaking, but added significant support for programs that met the pressing needs of the time. This pioneering two-pronged approach to philanthropy became Columbia Foundation's hallmark.

Columbia's first brochure was modest but elegant, four pages printed on deckle-edged art paper. It announced the new foundation's purpose, "advancing human welfare," and immediately signaled that it would encourage "those who would work to develop vigorous new ideas" as well as help already successful programs to further strengthen services.

"No fixed pattern has been established beyond the aim of attaining a maximum of usefulness," the brochure stated, and Columbia Foundation's early fields of interest were, indeed, quite broad: social welfare, education, foreign relations, academic fellowships, recreation, public health, medicine, psychiatry and psychology, race relations, and research. Its policies were "flexible and allow for exceptions."

"I would say we didn't have [a specific program] to begin with because we were all experimenting," Mrs. Russell said in her oral history. "We took anything that came in that we were interested in, except we didn't fund things that were supported by the government. At the beginning, we even did medical, then soon changed because that takes such enormous amounts of money and was something the government and a lot of large charitable organizations were funding."

Her growing support of human rights during the 1940s was shared by her brother, whose special interests also included exploring the United States connection with Latin America, promoting social equality through urban design and music. But, sadly, he had little time to pursue those: in 1943, at age 27, he contracted a heart infection during a trip with his sister to Mexico. Penicillin would have saved his life, but it was wartime and none was available to civilians.

According to board minutes, the Columbia directors began to narrow their interests in 1953 to intercultural and interracial relations, the arts, education, and mental health. Madeleine Haas Russell, wed in 1946 to Léon Bazalgette Russell, of Western Europe and North Carolina, was raising three young

"Other people had parents who were rich, but to be rich yourself when you're 22 is ... embarrassing."

— MADELEINE HAAS RUSSELL ORAL HISTORY

children in the early 1950s, and she may have needed to minimize the demands of chairing a foundation by limiting the breadth of its grantmaking. Also, Columbia was awarding grants in a post-war society in which wealthy “white flight” to the suburbs was accompanied by urban renewal, segregation tensions, and women’s renewed role as homemakers and stay-at-home parents.

Mrs. Russell’s growing involvement in civic activities in the late 1950s and 1960s also may have contributed to her thinking about philanthropy. In her oral history, she says that her political interests bloomed in 1954 when she met Roger Kent, a progressive California political leader, new chairman of the state Democratic Party, and later active supporter of Adlai Stevenson, John Kennedy, and Pat Brown in their bids for office. In 1956, she was aboard the train with Stevenson’s presidential whistle-stop campaign through California, and two years later she worked for Brown’s successful California gubernatorial campaign.

In 1962, President Kennedy appointed her to head the State Department’s San Francisco Reception Center, part of the Bureau of Educational and Cultural Affairs, overseeing invited guests during their official visits to the United States.

At first she hesitated to accept the position: “I thought it was just going to be having tea parties for people, and I didn’t want to do that ... [but the program] took leaders and specialists from all the countries that the United States had relations with and invited them for three-to-six-week visits. They would travel around [and] when they came to Northern California, we were in charge. I was the director of that part of the program. ... It was a variety of people, which made it so interesting. I really enjoyed it very, very much.”

Reappointed by President Lyndon Johnson, she held the post for seven years, using her fluent French and hosting visitors at her San Francisco and Atherton homes. Her children recall from their teen years how seriously she took the responsibility of planning the State Department visits, including those of royalty from Afghanistan and Greece. After vetting the suggestions of her staff of seven, she chose and arranged for the visit sites, decided on the appropriate colleagues to include at events, then memorized each guest’s sometimes long, complicated name so she could make unhesitating, correct introductions.

Her goal of fostering good relations that might lead to improved international understanding remained a priority throughout her life. She was a longtime board member of the Asia Foundation and had a deep interest in China, visiting numerous times, including a trip to Tibet in 1993 as the Chinese government’s guest. In the early 1970s, Columbia funded two chairs at Stanford University in honor of Mrs. Russell’s brother, the William Haas Professorship of Chinese Politics and the William Haas Professorship of Chinese Studies. And, in 1989, Columbia grants established the Madeleine H. Russell Visiting Professorship of Non-Western and Comparative Studies at Brandeis University.

COLUMBIA FOUNDATION

Early Grants

WORLD WAR II AND HUMAN RIGHTS

War had been declared in Europe the year before Columbia's founding. Madeleine Haas had spent 18 months in Paris after graduating from Smith College, returning to the United States briefly, in early 1939, then sailing back to Europe. Urgent family cables "told me to come home," she recalled. Her ship docked in New York the same day Germany invaded Poland, September 1, 1939.

Her abhorrence and fear of war were much on her mind. Foundation support of human-rights efforts in California and groups fostering international peace became an outlet for those emotions. Her brother, however, like almost all young American men, "very much wanted to join the military and did everything he could to be called," she said, but he was rejected because of a congenital heart murmur.

Once the United States entered the war, in 1941, Columbia's grantmaking shifted to war-related local health research, mental-health programs, and emergency conditions. Some of the foundation's most significant early grants were to a half-dozen organizations helping detainees of Japanese descent, 62% of them U.S. citizens, during and after their internment in relocation camps.

"I was so much against [the internment]," Mrs. Russell recalled, but being so young she felt she couldn't influence the government's actions against Japanese Americans. She could, however, convey her feelings via her

philanthropy. "I think young people sometimes know much more than older people. It's a big mistake not to listen to them. [The internment] was a terrible thing to do, as most people now agree."

In August 1942, Columbia awarded a substantial grant to U.C. Berkeley for the research and production of Dorothy Thomas's three-year study, "Japanese-American Evacuation and Resettlement." That groundbreaking analysis of the wholesale detention of innocent people was jointly funded by U.C.'s Social Science Institute and Columbia, Giannini, and Rockefeller foundations. Columbia's grant paid for about 30% of the \$100,000-plus project.

Columbia also made two grants totaling \$25,000 (worth \$422,000 in 2017) to the National Japanese American Student Relocation Council in 1943 and 1944. The Council helped 4,000 nisei, second-generation Japanese Americans, leave the camps and continue their education at 600 colleges and universities outside the Pacific "exclusion zones" — California, western Washington, Oregon, and Arizona. And when the relocation camps were emptied, in 1945, the foundation awarded more than \$17,000 to three organizations for

"I think young people sometimes know much more than older people. It's a big mistake not to listen to them."

— MADELEINE HAAS RUSSELL ORAL HISTORY



antidiscrimination programs, scholarships, re-employment projects, and resettlement assistance to help returning citizens resume their lives.

Kay Yamashita, who had worked for the Relocation Council in Philadelphia during World War II, recalled in a 1992 *Los Angeles Times* article that whenever the Council ran out of money, “this lady [probably Executive Director Marjorie Elkus] would come by train to the council to talk about [our work], and very soon after that, funds would come.”

A year after Mrs. Russell’s death, in 1999, the Relocation Council honored her for the foundation’s wartime support. Four years later, the National Japanese American Historical Society bestowed upon her the National Kansha Award, citing her “humanitarian support through scholarships to Japanese American students during World War II that helped thousands complete their life dreams.”

Other human-rights grants in the 1940s went to Guide Dogs for the Blind, National Federation for the Blind, United Negro College Fund, Children’s Agency of San Francisco for psychological services for foster children, and American Friends Service Committee for its scholarship program.

ARTS AND CULTURE

Columbia’s grants in arts and culture were modest at first. A handful of awards were forward-looking, including \$12,000 in 1945 to the U.C. Berkeley Music Department to hire Roger Sessions for two years. An American composer,

1942

Japanese Americans arrive at the Santa Anita Assembly Center, northeast of Los Angeles. More than 19,000 evacuees lived at this center, a converted racetrack, before being moved to internment camps. Photo Clem Albers for the U.S. National Archives and Records Administration



1954

Broadcast journalists James Day, left, and Jonathan Rice launched KQED, the country's sixth public-broadcasting station, in 1954. Columbia's support, which began two years later, continued for a half-century: 28 grants totaling \$1.7 million. Photo courtesy KQED

critic, and music teacher, Mr. Sessions was noted for the atonal music he began developing in the 1940s. His work flourished at Berkeley, where he taught until 1953.

The San Francisco Art Association, founded in 1871, received a Columbia grant in 1945 to purchase equipment for a new Department of Photography at the California School of Fine Arts, now the San Francisco Art Institute. After the grant was awarded, Ansel Adams sent a Western Union telegram to school Director Douglas Macagy. Half the grant, he wired, should be used for “OPERATING EXPENSES SALARIES PUBLICITY AND ADVERTISING FOR FIRST YEAR AS BUFFER FUND AGAINST POSSIBLE LOW REGISTRATION ... A PRECAUTIONARY MEASURE.”

He needn't have worried. A year later, he and Minor White established the country's first fine-arts photography department at the school, with Imogen Cunningham, Edward Weston, and Dorothea Lange among its instructors.

Another venerable institution, the California Academy of Sciences, was founded in 1853, but its Morrison Planetarium theater didn't open until 100 years later. Anticipating that opening by five years, Columbia gave the Academy \$2,500 in 1947 for a monthly lecture series to stir public interest in planetary science.

Columbia did not always grant in the San Francisco Bay Area. Karamu House, a former settlement house in Cleveland, Ohio, received a small grant, in 1947, toward a community center featuring arts education and performance. Now the oldest African American theater in the country, its students included Langston Hughes, who developed and premiered many of his early plays there.

In the 1950s, Columbia awarded major grants to older, more traditional arts institutions such as the San Francisco Symphony, founded in 1911, but it gave regular, smaller grants to the San Francisco Museum of Modern Art, established in 1935. SFMOMA was one of the first museums to recognize photography as a fine art. Also, in the mid-1940s, it had given Jackson Pollock his first solo museum exhibition. Both were cutting-edge decisions that appealed to Columbia, which made its first SFMOMA grant, of \$1,000, in 1952. By 1999, the foundation's support had exceeded \$2 million.

As a young foundation, Columbia defined “culture” broadly, perhaps because, mid-century, Mrs. Russell continued to be drawn to potentially risky ventures, such as television programming.

The Bay Area Educational Television Association premiered in 1952, using the fledgling medium for shows such as “Shakespeare on TV” and “Kaleidoscope,” which featured interviews with luminaries from Aldous Huxley to Bing Crosby. Its start was rocky — temporary offices were in a founder's station wagon — but within two years it was broadcasting twice weekly under the name KQED, for *quod erat demonstrandum*, Latin for “which was to be demonstrated.”

In 1956, KQED moved into its first “home,” at Fourth and Bryant streets, furnished with donated equipment and egg cartons for soundproofing. That year,

1980s

Professor Stephen Gliessman teaches an ethnobotany lab class in the early days of U.C. Santa Cruz's Agroecology Program. Photo courtesy U.C. Santa Cruz



Columbia made its first grant, of \$8,800, to KQED, only the country's sixth public-TV station. Three more grants followed in the 1950s, two to support Caspar Weinberger's popular weekly, live-TV panel program "Profile Bay Area." By the time Columbia closed, it had supported the station with 28 grants, totaling \$1.7 million.

THE ENVIRONMENT

Toward the end of World War II, California anthropologist Walter Goldschmidt conducted a pioneering study of how corporate farming was affecting rural communities. He saw that industrial farming was beginning to overtake owner-operated farms, locally and nationally, with depressing effects on rural life. Columbia's \$800 grant went toward publishing his book *As You Sow*, which is still in print.

That grant presaged a Columbia funding priority, food and farming, that would become one-third of its grantmaking in the future. The 1982 grant of \$250,000 to U.C. Santa Cruz to establish an agroecology program led the way, followed by Columbia's support of many more programs focused on sustainable agriculture. The earliest grants were \$37,000 to Greenbelt Alliance for its Farmlands Conservation Project, in 1979, and \$25,000 to the Institute for Food and Development Policy for research into trends in U.S. food production and a publication about threats to the U.S. food supply.

Other environmental grants in the early 1980s were to the National Wildlife Federation to purchase a land preserve for American eagles, the Nature Conservancy for an educational program at Fairfield Osborn Preserve on Sonoma Mountain, the Trust for Public Land, and Peninsula Open Space Trust.

COLUMBIA FOUNDATION

*Next Generation of Board
and Staff*

Columbia Foundation developed a reputation for funding socially responsible and experimental efforts from its inception; this approach continued until its closure, in November 2013. Board and staff changes were few in its almost three-quarters of a century.

From 1958 until 1978, the board consisted of Mrs. Russell, Walter Haas, Sr., and Daniel Koshland. Part of her parents' generation, the men were her father's cousins and also were brothers-in-law. Mr. Koshland had helped to establish the San Francisco Foundation, in 1948, with a \$5,000 grant from Columbia.

Both men resigned from Columbia's board in 1978, a planned transition to the next generation of the family. Mrs. Russell asked her three children to become members. All were young adults, not much older than their mother had been when she founded Columbia: Alice Russell-Shapiro was 30, Charles Russell 29, Christine Russell 27.

In her oral history, Mrs. Russell mused about the contributions of young adults: "I really think that young people are not appreciated for what they have to offer. If they're intelligent and well educated, I think they have more flexible minds and more flexible eyes, so that they can see things with a fresher outlook. If you combine that with perhaps some cautionary influence from experienced people, I do think that it is a big advantage."

"My recollection is that Mom simply asked us to join the Columbia board," says Christine Russell, who at the time was at Columbia University in New York City pursuing a Ph.D. in anthropology. "She probably explained to us that serving on the board would be a privilege, an opportunity to make contributions to worthy causes and do something constructive together. We all had close relationships with our mother and held her in high regard. There was never any question — for me and I doubt for either Alice or Charles — of our agreeing to serve."

She gives her mother kudos for having the confidence at so young an age to establish the foundation. "I think she was taking a huge risk. A lot of young people might think, 'That's something I can't do.' She did it, and did it alone after her brother died."

Alice Russell-Shapiro was the only sibling living in San Francisco when the invitation came to join the board. A Stanford graduate and a 1970 Coro Fellow in Public Affairs, she had earned a master's in urban studies from Occidental College as well as one in landscape architecture from Harvard, in 1974.

"In 1977, I was a young mother, on the board of the new Fort Mason Center, and just a few years out of graduate school," she says. "We all deferred to Mom — she knew we were in her mold and therefore would be involved in philanthropy."

Charles Russell, who had attended McGill University for his undergraduate work, and New York University and Oxford for his two graduate degrees in philosophy, was living in England when his mother's invitation came. He eventually made London his permanent home.



1990

From left, Christine Russell, Alice Russell-Shapiro, and Charles Russell. Russell family photo



2013

Susan Clark, left, Columbia Foundation executive director from 1978 until its close, accepts the 2013 National Resources Defense Council's "Forces for Nature" award from Peter Lehner, then-NRDC executive director. Photo courtesy NRDC

He echoes Ms. Russell-Shapiro about his early years on the board: “My mother ... initiated everything then. She would make a proposal to fund something and we would approve it.” The International Peace Academy, Jewish Community Federation, World Affairs Council of Northern California, and War Memorial Performing-Arts Center got substantial grants during that transition period.

Among the new board members’ first tasks was to interview Susan Clark (then

“We all had close relationships with our mother and held her in high regard. There was never any question — for me and I doubt for either Alice or Charles — of our agreeing to serve.”

— CHRISTINE RUSSELL

Silk) for the executive-director’s job. Only two others had held that position previously: Marjorie de Young Elkus for Columbia’s first 10 years, followed in 1950 by John May, a major figure in San Francisco philanthropy. At that time, he also served as the San Francisco Foundation’s director, its first, and he held both positions simultaneously until

the early 1970s. Mr. May left Columbia in late 1978.

“That year, John asked me and several others to interview for the Columbia executive-director position,” recalls Ms. Clark.

She was a returned Peace Corps volunteer, a U.C. Berkeley graduate, and a 1971 Coro Foundation Fellow in Public Affairs through which she earned a master’s in urban studies from Occidental College. In 1977 she was studying American political theory and education at U.C. Berkeley but left the doctoral program to be the Mortimer Fleishhacker Foundation’s first executive director.

She agreed to the Columbia interview and got the job, but she stayed on at Fleishhacker as well, handling both jobs part time for four years.

The board’s approval of Ms. Clark was unanimous. Asked during her oral-history interview what the foundation was looking for in its executive director, Mrs. Russell laughed, “We were looking for Susan.”

When Ms. Clark became Columbia’s full-time executive director, in 1983, the foundation was receiving 700 proposals and 300 phone calls a year regarding grants, a major surge. She attributes some of the uptick to her increased visibility as a full-timer, regularly out in the community as the face of Columbia. The foundation got so many requests, she says, that to operate effectively it had to establish more limited priorities and guidelines.

With new board members and a new executive director, Columbia’s grantmaking evolved. It increased support for the arts and added preservation of the natural environment while maintaining its longtime interests in enhancing urban life and culture and protecting human rights.

The foundation also began setting aside 10% of the annual grants budget for individual grant recommendations from the second-generation trustees. Giving her three children access to these discretionary funds was Mrs. Russell’s way of showing she appreciated their voluntary service as trustees. It also encouraged their



individual philanthropy, allowing each to support organizations and projects of special interest.

Recalling the creation of the discretionary funds, Ms. Russell-Shapiro observes, “Mom was into power-sharing.”

Later, discretionary grantmaking was extended to the third-generation trustee, as well as to all program advisers. In 30-plus years, \$6.6 million of the total \$90 million in grants went to a wide variety of arts, environmental, human-rights, and civic organizations in San Francisco and London. A major change in arts funding came in 1989, when the board expanded the geographic scope to include arts organizations in the United Kingdom, to accommodate Charles Russell’s increasing interest in the culture of his adopted country.

In 1992, at the suggestion of Ms. Russell-Shapiro, the board added combatting homophobia to the human-rights area. About the same time, Ms. Russell assumed board leadership for building Columbia’s focus on sustainable agriculture in California.

2010

The interests of next-generation Columbia trustees were reflected in new grantees, such as Friends of the Urban Forest, which the foundation supported from 1981 to 2013 with \$188,000 in grants. FUF staff and Hayes Valley neighbors plant Chinese pistache trees on Linden Alley. Photo courtesy Friends of the Urban Forest

“I count 1992 as the beginning of three discrete program areas: human rights, environment, and arts,” Ms. Clark says. “We started bringing on advisers in those areas, and in 2000 the board formally approved the three areas with equal program budgets.”

When Mrs. Russell died, in 1999, each of her children, though still involved in all programs, took responsibility for a single area: Alice Russell-Shapiro for human rights, Charles Russell for arts and culture, and Christine Russell for the environment, which soon became the sustainable-agriculture program.



1976

Columbia was an early supporter of Fort Mason Center, located on San Francisco's northern waterfront. Constructed as a U.S. Army facility during World War II, it was repurposed in 1976 as a nonprofit arts, culture, and community venue featuring theater groups, galleries, education programs, and more. Columbia made several grants for programs and facility upgrades between 1978 and 1986. Photo Alvis Hendley

COLUMBIA FOUNDATION

Contemporary Concerns

HUMAN RIGHTS

Ms. Clark recalls a telling moment in 1979, one that illustrates Mrs. Russell's relationship with her children as board members: "I remember describing to her a proposal we'd received to support education about homosexuality, and she said, 'I don't think I'm interested in this as a human-rights issue, but my children might be, so you have to bring it to the full board.' " She knew her children had many gay friends.

"[Columbia] continues to be an example to American philanthropy of nurturing the ideas of its times and [achieving] real outcomes."

— IRA HIRSCHFIELD, PRESIDENT AND TRUSTEE OF THE EVELYN
AND WALTER HAAS, JR. FUND

The \$10,000 proposal Ms. Clark brought to Mrs. Russell was for a small, San Francisco-based education project to "demystify" homosexuality to students, and the board approved it. A second grant, of \$16,000, to the Human Rights Foundation the following year enabled the curriculum to be completed.

Those may have been the first such grants in Bay Area philanthropy.

During the 1980s, Columbia's human-rights funding included programs serving a broad array of populations: American Friends Service Committee, ACLU Foundation of Northern California, NAACP Legal Defense and Educational Fund, Mexican American Legal Defense and Educational Fund, Legal Services for Children, Seventh Generation Fund for Indian Development, La Casa de las Madres, Coalition for the Medical Rights of Women, United Negro College Fund, and more.

"Our process was to bring in a variety of proposals, then Mom and Susan looked at the most promising," recalls Christine Russell. "Later, we had to reduce the universe to assure more effective grantmaking."

Beginning in the '90s, the lion's share of human-rights funding — more than \$5 million through 2012 — was awarded to protect the civil and human rights of gays and lesbians.

"Alice called me in 1991 and asked if foundations were doing anything to normalize attitudes toward homosexuality," Ms. Clark says. "She was one of the first leaders in philanthropy to see this as a pressing human-rights and civil-rights issue. In my research, I found only one foundation and it was on the East Coast. Alice proposed that board members adopt it as a program priority."

They did and also brought on their first program adviser, David Linger, a co-founder and first chair of the AIDS Memorial Grove project in Golden Gate Park, now the National AIDS Memorial.

In 1991, at the Human-Rights Committee's first meeting, Mr. Linger suggested that the foundation contact local filmmaker Deborah Chasnoff about the possibility of making educational films for children that addressed homophobia



2014

From left, Tommy Winfrey, Quinton Walker, Nou Thao, Erin O'Connor, Terrell Merritt, and Kenyota Grey graduate in 2014 from San Quentin's Prison University Project. In 2012, Columbia awarded \$300,000 to the project, which has helped 125 prisoners earn their A.A. degrees. Photo Saalik Khan

31



2009

In "Straightlaced," a film in the Respect for All project series, transgender teen Rey speaks candidly about the effects of rigid gender roles and how support from her peers gave her the confidence to run for prom queen. Photo courtesy GroundSpark

and bullying among young people, issues that were prevalent at the time but largely ignored by schools. Ms. Chasnoff had just won an Academy Award for “Deadly Deception,” her documentary about nuclear weapons and the environment, and was eager to research and plan the proposed project. Columbia awarded her a \$15,000 planning grant in 1992 and followed it with grants totaling more than \$450,000 that helped to underwrite “Respect for All,” a groundbreaking, award-winning film series and a curriculum for schools.

“None of this — the movie and project and their phenomenal impact — would have happened without Columbia’s visionary funding and support,” says Chasnoff, now president and senior producer of GroundSpark, which produces and distributes social-justice films.

“Columbia’s [planning grant] was one of the first notable grants in this area,” says Ira Hirschfield, former executive director of the Evelyn and Walter Haas, Jr. Fund. “And this area is still not widely funded. The Haas Jr. Fund has put \$70 million into this work [as of 2013] and Ford Foundation finally became a player in the field. But this was characteristic of Columbia: early, inspirational, unconditional support.”

Mr. Hirschfield calls Columbia’s history “extraordinary. It continues to be an example to American philanthropy of nurturing the ideas of its times and [achieving] real outcomes.”

By the mid-1990s, Columbia was making unprecedented grants in the field. One was to the Gay, Lesbian, Straight Education Network (GLSEN). Begun in 1990 by a group of teachers in Massachusetts who were trying to stop harassment and discrimination of these students in the schools, the network was operated entirely by volunteers, one of whom was Kevin Jennings. His relationship with Columbia was unique: first he was a grantee, then an adviser, and finally an executive director of Arcus Foundation, which funds globally to advance LGBT equality.

“In 1995, [GLSEN] had only two paid employees and a budget of \$250,000,” Mr. Jennings says. “Susan invited us to submit a proposal, and when we did, she told me it was a very good proposal but I should be asking for capacity-building.” Columbia gave the network \$225,000 over three years.

“Columbia’s intervention was transformative,” he says. “It gave us enough to help us fly.”

He went on to write six books on education and LGBT rights, was CEO of Be the Change, which creates and manages national campaigns, and served as assistant deputy secretary to the Department of Education, appointed by the Obama administration. Columbia asked him to become a human-rights adviser in 2011, and he recalls the board’s “thoughtfulness and lack of ego” at meetings.

“Susan, the first foundation director I’d interacted with, was a great teacher,” Mr. Jennings says. “She pushed you out of your comfort zone and knew how to



establish a high level of trust.”

Having worked with Columbia for almost 20 years, he feels able to characterize the foundation objectively: “It defined visionary philanthropy. Staff and board really listened to grantees — a lot of foundations think they’re smarter than their grantees. And they were willing to make big bets. In ’95, funding GLSEN really was a risk.”

Other organizations were, too. Columbia was an early funder, along with the Haas Jr. Fund, of the marriage-equality movement through the Freedom to Marry Project. Columbia helped the group get organized, in 2002, with a significant \$500,000 grant over five years and put in another \$215,000 through 2012. Beginning in 2005, Columbia also awarded \$980,000 in grants to support the Civil Marriage Collaborative, a program to achieve civil-marriage equality nationwide.

Decades of support paid off: a 2015 Supreme Court decision gave same-sex couples nationally the right to marry.

“The watchwords for Columbia were always ‘make a difference’ and ‘seed grants’ for emerging issues,” says Ms. Russell-Shapiro, who chaired Columbia’s Human-Rights Committee. She shared her mother’s concern for populations at risk and interest in social justice.

She also was personally and professionally involved in how landscape affects a city’s quality of life, leading two major community organizations, San Francisco Friends of the Urban Forest and the National AIDS Memorial Grove, as a co-founder, board member, and board president. “Community self-help projects interest me,” she says. “I always like getting in on the ground floor.

2016

Young plaintiffs in a lawsuit claiming that federal inaction on climate change violates their civil rights celebrate outside the Wayne Morse U.S. Courthouse in Eugene, Ore., March 9, 2016. That day’s successful arguments led the judge, a month later, to rule that the suit could go forward to U.S. District Court. Columbia helped establish Our Children’s Trust, which filed the suit on behalf of 21 youth, with a \$200,000 seed grant in 2011.
Photo Robin Loznak

Looking back at Columbia's granting history in its last few decades, I think I feel the most satisfaction about our early support to combat homophobia."

A family foundation's history is precious, but its granting interests rarely are immutable from one generation to the next. Ms. Russell-Shapiro's daughter, Maddy Russell-Shapiro, the eldest of the third generation, was interested in the foundation's work and was the right age to begin getting involved when invited to begin attending Columbia meetings as an entrée to joining the board.

"That was in about 2008," Maddy Russell-Shapiro says. "I started with the Human-Rights Committee because that's where my mother's interests were, but soon I was also going to the meetings about food and farming. I remember how educational it was to hear the advisers in all the committees, really great thinkers who could inform our grantmaking."

She was 33 when she joined the board, in 2011. A Yale graduate, she lived in San Francisco and was managing college-access programs for young adults at a community-based nonprofit. As she became more familiar with the foundation's interests, she found preventing child sexual abuse, a funding area proposed and developed by her mother, among the most "eye-opening" human-rights issues needing support. Columbia began funding these prevention programs three years before it closed, making 12 grants totaling almost \$1 million.

"It's a very challenging area to grant in — a really taboo subject," Maddy Russell-Shapiro says. "At first, we got almost no applicants. That was so different from the bombardment of proposals in other categories." Her mother adds that Columbia discovered just how difficult it is to determine what efforts will reduce child sexual abuse.

Another hard-to-fund human-rights area was education for the incarcerated and reducing recidivism. Among 11 grants Columbia made between February 2012 and its closing, two were to the Prison University Project.

"When Columbia revised its guidelines to include recidivism efforts, it was completely striking," says Jody Lewen, director of the Prison University Project since 2000. "The guidelines fit us perfectly, and the Columbia board members and Susan asked such astute questions about our work. I felt they were actually there to help us — so the opposite of top-down funders."

Prison University Project provides in-person instruction for credit-bearing college courses that can lead to an associate-of-arts degree for men incarcerated at San Quentin State Prison. It is one of the few such programs in the country. Ms. Lewen estimates that about 2,000 men have enrolled over the years and 125 have received an A.A. while locked up. Hundreds more, she believes, completed their degrees after they were paroled. At the end of 2013, 25 were working toward their bachelor's degree at San Francisco State University.

"San Quentin is my dream job," Ms. Lewen says, "but criminal justice in general is a hard sell, and very few foundations will touch this education topic.

People project all kinds of negatives onto prisoners, expecting them to continue to be criminals. And there's the politics of envy: why should they get what I can't get? That's an idea we're trying to disrupt." Columbia's support for the San Quentin program totaled \$300,000.

Yet another human-rights concern taken on early by Columbia but shunned by many funders at the time was "death with dignity," an issue and program area suggested by Mrs. Russell, who viewed choice at the end of life as an essential human right. From 1991 through 2003, Columbia awarded \$1.5 million in 25 grants, six of them to Compassion & Choices, for litigation campaigns, education, and programs to ease end-of-life suffering. The organization's advocacy is creating slow but steady change. It helped craft Oregon's 1997 act, which legalizes physician-assisted dying under certain conditions. Similar acts, introduced in California in 1992, 1997, and 2006, were widely supported but did not pass. However, in October 2015, California signed into law the End-of-Life Option Act, which gives terminally ill adults with six months or less to live the choice of medical aid in dying, a modified version of the Oregon law.

ARTS AND CULTURE: 'RARELY IN THE MIDDLE'

After Columbia's initial grants to KQED, in the 1950s, Mrs. Russell grew ever more admiring of the public-television station and its effort to expand exposure to culture, arts, and public affairs. She joined the board in 1979, chaired it in 1985, and remained a board member until 1992. In 1986, with the station's audience topping one million viewers, Columbia gave a \$1 million challenge grant toward the capital campaign that consolidated all KQED operations under one roof, at 2601 Mariposa Street. Mrs. Russell co-chaired the campaign committee and personally helped raise the \$1 million match. In honor of her work, a plaque was installed in the main lobby naming the building the Madeleine Haas Russell Communications Center.

Columbia's last award to KQED was in 2006. In 60 years, it made 28 grants to the station, totaling \$1.7 million.

"I asked Madeleine one time why she was so interested in KQED," Ms. Clark said during an interview for Mrs. Russell's oral history in 1990. "It really had to do with her belief in the value of free communication of ideas and the role of public television in increasing the kinds of ideas people are exposed to. ... I think you can see that throughout the foundation's [grantmaking]. She doesn't just want to hear ideas she already holds or is familiar with."

That attitude was reflected in Mrs. Russell's lifelong passion for art, both as a philanthropist and as a collector who inherited many masterpieces. She displayed them in her house and lent many to museums. Her three children remember the arts being an ever-present part of their lives from an early age,

valued as a benefit to individuals and entire communities. Having followed their mother into philanthropy, they, too, made support of creative work a priority.

“I was used to the arts,” says Charles Russell. “I grew up with music playing, exposure to the theater, being taken to see important cultural events.”

And like his sister Alice Russell-Shapiro, he has introduced his elder son, Alasdair, to family philanthropy. “He already participates, going to performances of potential grantees. He knows his way around the arts in the same way I learned from my mother.”

Columbia often was the first or last funder of an arts project, “rarely in the middle, and I think that was intentional. It’s where we could make the most difference. We were the funder people went to when they couldn’t get going or get finished.”

— JO HEDLEY, LONDON ARTS-PROGRAM CONSULTANT

Columbia’s first arts grant in the U.K. was made in 1987: \$11,000 to the British-American Arts Association to help the Bush Theatre purchase equipment and research new American plays to produce.

Mr. Russell says that, early on, being connected to theaters like the Bush as a funder was exciting. “I

like being stimulated intellectually,” he says.

Columbia’s history of supporting the arts in London, as in San Francisco, shows consistent enthusiasm for the vigorous, new, and experimental. Grants went to the Royal Opera House for a production of “The Minotaur,” a reworking of the ancient myth by British composer Harrison Birtwistle that premiered in 2008, and to Opera Circus, which commissions works from emerging young artists.

Columbia’s arts funding in London totaled approximately \$2.5 million and was administered by a donor-advised fund at the London Community Foundation.

Mr. Russell notes that becoming chair of Columbia’s arts-and-culture program and living in London required an unusual long-distance commitment. He talked with Ms. Clark about twice a month and conferred often with Columbia arts consultant Jo Hedley and four respected arts advisers, three in London and one stateside, Frances Phillips, director of the Creative Work Fund, a funding collaboration started by Columbia Foundation and the Walter & Elise Haas Fund.

When it was time to review proposals, Ms. Hedley would travel to San Francisco for a whirlwind several weeks, meet with Ms. Clark and Ms. Phillips, review proposals, and see as many arts venues and performances as possible. Alternately, Ms. Phillips would fly to London and do the same, meeting with Mr. Russell, Ms. Clark, Ms. Hedley, and the other advisers. As a mostly Bay Area-funding foundation, Columbia had a historically small travel budget; the London program became an exception to that tradition.

Ms. Hedley and Mr. Russell met through a mutual friend in the 1990s, when



she was working on an art-history degree at Cambridge. She went on to work in London at the premier auction house Christie's, was mentored by the director of the Barbican, an arts-and-conference venue, and went through the prestigious Clore Leadership Programme, which offers fellowships to develop leaders in arts and culture.

"I was getting a little bored with the world of collections when Susan, at Charles's suggestion, asked me to consult with Columbia's arts program, so I decided to try it for a year," Ms. Hedley recalls. She stayed for five years, until Columbia closed.

She is articulate about what set Columbia apart in the world of philanthropy: "Its board members had a willingness to fund unfamiliar projects. Sometimes you have to take a bit of a gulp," she says, or consider supporting what others won't.

She points to the \$50,000 grant to the Kronos Quartet in 2008 for its Music Without Boundaries series, performed at the Barbican, Yerba Buena Center for the Arts in San Francisco, and Carnegie Hall in New York City. Kronos commissioned new works from Islamic cultures and brought in performers from Azerbaijan, Afghanistan, Palestine, and Iran.

"Because of the Islamic 'topic,' Kronos couldn't find support from any other U.S. foundation," Ms. Hedley says. "In fact, the only other funder besides Columbia, with its strongly Jewish history, was the Aga Khan Foundation."

Columbia often was the first or last funder of an arts project, "rarely in the

2008

The Kronos Quartet and the Homayun Sakhi Trio perform a composition for Afghan rubab, tabla, frame drum, and string quartet at Yerba Buena Center for the Arts. A \$50,000 grant from Columbia helped fund Kronos Quartet's Music Without Boundaries project. Photo Rachel Bleckman

middle,” she notes, “and I think that was intentional. It’s where we could make the most difference. We were the funder people went to when they couldn’t get going or get finished.”

Frances Phillips’s connection with Columbia went back more than two decades, to when she was hired to guide arts-grantmaking at the Walter & Elise Haas Fund and head its then-new Creative Work Fund, which supports Bay Area artists’ collaborations with nonprofits whose work may be arts-related or not.

“The idea for the Creative Work Fund was really Susan’s,” Ms. Phillips recalls. “She proposed a pooled fund for artists that would make larger grants, and she really pushed for it. She’s one of those people who makes up her mind quickly and stands by her ideas decisively. It’s a powerful ability.” She also credits Ms. Clark with giving Columbia a voice and a presence that was unique in philanthropy, a field where women executive directors were rare until the late 1990s.

The Creative Work Fund awarded its first grants in September 1994. With the three Haas foundations, Columbia made an initial grant of \$150,000 to the startup fund. Over the years, the Gerbode, William and Flora Hewlett, and Irvine foundations also supported the Creative Work Fund, which had distributed grants that totaled \$9.4 million by the end of 2013. Columbia’s contributions, totaling \$1.3 million, ended in 2003 when it developed its London arts funding.

Ms. Phillips became an arts adviser to Columbia in 2005. Reviewing proposals for both London and San Francisco was informative, she says, especially applicants’ answers to the question about a project’s goals. “In San Francisco, the potential grantee would talk about improving neighborhoods or changing hearts and minds. In London, it was always about achieving the highest artistic qualities, period.”

Many Columbia arts grants in San Francisco were to major institutions, often for unusual, provocative projects. One such was a \$50,000 grant to the Asian Art Museum for “Proximities,” for which more than a dozen Bay Area artists responded artistically to the question “What is Asia?”

“That pushes big institutions to be more experimental,” Ms. Phillips says. She points to a 2011 docket that included \$40,000 for Z Space to develop and produce “Bebop Baby: A Musical Memoir” and \$50,000 to help fund the San Francisco Symphony’s two-week American Mavericks Festival, featuring commissions and landmark works by American composers who shaped 20th-century music.

On November 8, 2013, as Columbia was preparing to close, almost 1,500 middle-school, high-school, and college students and their 300 adult chaperones came to the San Francisco Opera House to watch an orchestra dress-rehearsal of Rossini’s “The Barber of Seville.” It was Madeleine Haas Russell Night at the



2012

The dramatic stage set at London's Royal Opera House is from a 2012 production of George Benjamin and Martin Crimp's opera "Written on Skin," developed with a \$137,000 grant from Columbia. From 1984 to 2012, the foundation awarded \$1.8 million for 30 new operas in London and San Francisco. Photo ROH/Stephen Cummiskey

Opera, an annual event that Columbia endowed with \$1 million in 1999 in her memory.

Most in the audience were Bay Area students. Many dressed in their finest, young girls tottering on heels and boys in sports jackets, and the excitement as they entered the lush Opera House was palpable — and noisy. Respectful and wildly enthusiastic, they even got a taste of the rigors of mounting a huge, complex production when the rehearsal was interrupted for a few minutes by a technical problem, a literal show-stopper.

Snatches of animated conversation after the opera — “I liked the part where ...” and “that was so cool” and “wasn’t that funny when ...” — confirmed a new generation’s appreciation of a centuries-old art form.

FOOD AND FARMING: ‘LET’S GO SEE IT’

In the early 1980s, Ms. Clark’s attention was caught by a prescient Rodale Institute report about the environmental consequences of the industrial food-and-farming practices prevalent in the United States. California was home to well funded industrial-farming research in the universities as well as to the organic revolution — unfunded, but pioneered by farmers and young people statewide. No one yet was viewing agriculture and the food system as a potential solution to environmental problems.

The University of California at Santa Cruz, in 1982 the state system’s newest campus, began formally recognizing the stellar farm and garden created by English master-gardener Alan Chadwick. He had arrived on campus in 1969 to oversee two acres of flowers, vegetables, and fruit trees, and to teach students how to use hand-tools and organic practices on the land. Five years later, the garden had grown into a 17-acre organic student farm, and, in the early 1980s, the university hired leading agroecologist Stephen Gliessman to develop academic programs and conduct research on the garden and farm.

Columbia awarded the university \$250,000 over four years to start an academic “agroecology” program, most likely the first in the world. It was the foundation’s largest grant to date and helped to put organic farming on the map, becoming a source of pride to board and staff. Alfred Heller personally contributed another \$250,000, and Huey Johnson, then California Secretary of Natural Resources, allocated \$250,000 in public support.

In 2008 *California Farmer* magazine reported that many considered the Santa Cruz program “the birthplace of organic agriculture” and “the Harvard of organic farming.”

Ms. Clark tells a backstory about how Columbia came to support the U.C. Santa Cruz program: “I’d heard about it, and when Madeleine asked me who was funding the work there I said, ‘No one except Alf Heller.’ She said, ‘Let’s go see it.’



2015

Undergraduate interns at U.C. Santa Cruz's Alan Chadwick Garden, begun in 1969, learn about proper soil moisture from garden Manager Orin Martin, standing right. The organic garden now is one part of the university's comprehensive academic Agroecology Program, likely the world's first, developed with the support of Columbia Foundation. Photo Damian Parr

And we did — Alice and Madeleine and I. We had lunch on the farm, smelled and tasted the soil with the students, and met the chancellor. And then our board approved the recommended grant.”

Authorizing it, however, was complicated, she adds. “It was a controversial grant for U.C. because its agriculture programs were primarily serving industrial agriculture. We had to convince a reluctant U.C. president to support the grant before Columbia would release the money.”

The farm grew to 25 acres and now is part of the Center for Agroecology and Sustainable Food Systems. It includes classrooms, offices, tractor-tilled row crops, research fields, orchards, greenhouses, and a laboratory named the Madeleine Russell Agroecology Lab. The center also offers undergraduate and graduate courses, international programs, as well as field trips, workshops, and tours for young students and teachers. It’s a working model of sustainable agriculture, showing how crops can be grown efficiently, using methods that do no harm to the environment or farmworkers.

Mr. Gliessman pushed the university to accredit the program and retired in 2012 after directing it for two decades. When he heard Columbia Foundation was closing, he emailed Ms. Clark: “The incredible grant back in 1982 got us started on the remarkable agroecology journey we are still on. ... The global

movement that is happening around the world today would not have happened without the support of Columbia Foundation in those challenging early days.”

Thinking back to that funding, Christine Russell is unsurprised that food and farming became a major part of the foundation’s portfolio. “There’s

the family context. My father and mother loved the outdoors and nature, and both were interested in growing food. Throughout her life, Mom continued to maintain the small family farm in Atherton where her parents had grown flowers, fruit, nuts, and vegetables,

“Christine’s leadership coupled with the wise advice of program-committee members enabled the foundation to make the most effective decisions. We all were learners together, but I always felt I had the most to learn.”

— SUSAN CLARK, COLUMBIA FOUNDATION EXECUTIVE DIRECTOR

and raised chickens, and, for a time, milk cows.”

Ms. Russell’s interests are similar. She and her husband, Mark Schlesinger, use sustainability principles on their farm in Sonoma, and they share its bounty with family and friends, as did her mother.

“Sustainability isn’t easily defined, because of its complexity,” Ms. Russell says, “but I like the Center for Food Safety’s description of sustainable food: ‘food solutions that are biodiverse, socially just, appropriately scaled, local, and humane.’ I’d add, moreover, that this approach doesn’t deplete planetary resources and ecosystems or degrade the health and welfare of plants and animals.”

She volunteered as a program officer at Columbia in the 1980s, useful experience in her evolution as a philanthropist. She recalls “truly inspiring” site visits with Ms. Clark to U.C. Santa Cruz after the Agroecology Center was established, and another in 1994 to East Palo Alto, where efforts were underway to preserve for open space and agriculture the 300-acre Weeks Poultry Colony, an early-20th-century utopian community. A Columbia grant supported the development of a preservation plan, which is yet to be implemented.

Another visit was to 242 acres of farmland adjacent to the Sunol Water Temple, about 40 miles southeast of San Francisco, land owned by the city’s Public Utilities Commission. Columbia’s grant helped the nonprofit Sustainable Agriculture Education (SAGE) negotiate a lease with SFPUC for an 18-acre Sunol AgPark and develop it as a replicable model where organic farmers and seed-growers could receive technical and marketing help. SAGE opened Sunol AgPark in 2006, established and managed its programs for a decade, and, in 2017, turned over its operations to the Alameda County Resource Conservation District.

“Christine has been far ahead of the times with her knowledge in the food-and-farming field,” Ms. Clark said during her acceptance of the Natural Resources Defense Council’s “Forces for Nature” award in April 2013. “Working quietly in the background, she’s promoted this work, and taught and mentored me.”



2011

Xerces Society works globally to expand the habitat of pollinators such as this Western honeybee. Columbia's grants to Xerces, from 2007 to 2011, totaled \$210,000. Photo Luc Viatour

Ms. Russell served for many years as an NRDC trustee, where she was steeped in ecological sciences and practices, and worked to promote NRDC's leadership on sustainable agriculture and food as a major solution to environmental degradation.

"Christine's leadership coupled with the wise advice of program-committee members enabled the foundation to make the most effective decisions," Ms. Clark says. "We all were learners together, but I always felt I had the most to learn."

One effort the program committee recommended for Columbia support was expanding the habitat of native bees, essential crop-pollinators. In 2007, shortly after the news broke about the worldwide scope of colony-collapse disorder in honeybee populations, the board approved the first of four grants to the Xerces Society, which works globally to expand pollinators' habitats.

Safeguarding genetically diverse seeds for crops is another area Columbia funded. It made four grants to the national Organic Seed Alliance for a program that educates Northern California farmers, gardeners, and the public about seed-saving basics, develops new organic seeds adapted for specific agro-ecosystems of the state, and promotes a regional system for collecting and storing seeds. Funding of Xerces for pollinator-protection and the Organic Seed Alliance totaled \$324,000.

Protecting bees and seeds are specific examples of Columbia's support for projects that encourage agricultural sustainability, but the foundation also promoted larger systemic change. Columbia and Heller foundations together launched the Funders Agriculture Working Group, in 1999, with the goal of moving all California agriculture toward sustainability. Two years later, the Kellogg Foundation became a major funding partner and the working group

changed its name to Roots of Change, the title of its first major report.

The report challenged government to offer farmers incentives to use renewable resources and organic practices, funders to invest in that work, and individuals and organizations to join a civic network calling for change.

In 2002, Roots of Change convened its Stewardship Council of prominent leaders from different sectors of the food system to help develop a vision for

“Columbia pushed for systemic changes. It recognized that you couldn’t change farming without changing the system, and that there had to be a vision to help build the movement.”

— MICHAEL DIMOCK, PRESIDENT, ROOTS OF CHANGE

“a new mainstream” food-and-farming system in California.

“At that time, the food movement was a fledgling, with hunger and sustainability just starting to be worked out,” says Michael Dimock, Roots of Change president since 2006. “Columbia

pushed for systemic changes. It recognized that you couldn’t change farming without changing the system, and that there had to be a vision to help build the movement.”

Passing new laws, he says, is the last step and, though daunting to implement, he believes there are signs it will happen. Changes already are occurring.

According to the “AgVision 2030” report of the California Department of Food and Agriculture, published in 2010, one such change is the CDFA’s plan to address food-production problems in the state caused by “regulations, water supply, urbanization, and climate change.” Two years earlier, Columbia and Heller foundations had given CDFA grants to hold statewide hearings on those issues, which became the basis for the report.

This was the first time a California government entity had adopted a plan to achieve a robust, sustainable agricultural system statewide, and many strategies of California’s official “AgVision 2030” came directly from Roots of Change’s work.

One expert involved with Roots of Change was agricultural economist Desmond Jolly. He was a founding member of its Stewardship Council and its co-chair from 2005 to 2007. The year he stepped down as co-chair, he was invited by Columbia to become an adviser to its food-and-farming program, based on a career studded with government appointments, teaching experience, directorships, and awards for his work in international agriculture development as well as on small-farm issues.

“Being an adviser, I got to see private philanthropy up close,” he says, “how proposals must justify their work with pollinators, for example, or water policy or genetic engineering.” He adds that such work is hard to fund, especially early on when organizations lack “measurable outcomes or establishment imprimatur” to leverage other support. That’s why Columbia was always so respected in the

field, he says. “It got out in front of things. It was a risk-taker and a leader.” Columbia’s support of Roots of Change totaled \$1.8 million.

Mr. Jolly, now retired from U.C. Davis, for many years served on the board of the Center for Urban Education about Sustainable Agriculture (CUESA) and chaired its agriculture-policy committee. CUESA received 14 Columbia grants, including its first planning grant, to establish the Ferry Building Farmers Market, in San Francisco, which it now operates as a thriving destination for locals and tourists.

JEWISH LIFE

The American Friends of Hebrew University in Jerusalem was one of Columbia’s early grantees, receiving general support of \$1,000, in 1942. Mrs. Russell became a trustee of the Friends organization, and, by 2013, grants from the foundation totaled \$722,000. The largest, \$300,000 in 1980, endowed a chair in the school’s Department of Soil and Water Sciences, which promotes efficient management of natural resources, land cultivation, and soil health — a fitting combination of Mrs. Russell’s strong interests in the environment, Israel, and Jewish life.

She was not raised in a traditionally observant Jewish home, her children say, but she believed that her philanthropy should support organizations that promoted Jewish values and culture, which Columbia did for seven decades. Her children recall their mother saying, “If Jews don’t support Jewish organizations, who will?”

During its formative years, in the 1940s, Columbia made a dozen grants to Mount Zion Hospital, which opened in 1897, in San Francisco, as the first Jewish-sponsored hospital in the West. The foundation also gave \$1.3 million to Brandeis University, in Massachusetts, where Mrs. Russell was a trustee, to endow the Madeleine H. Russell Visiting Professorship of Non-Western and Comparative Studies.

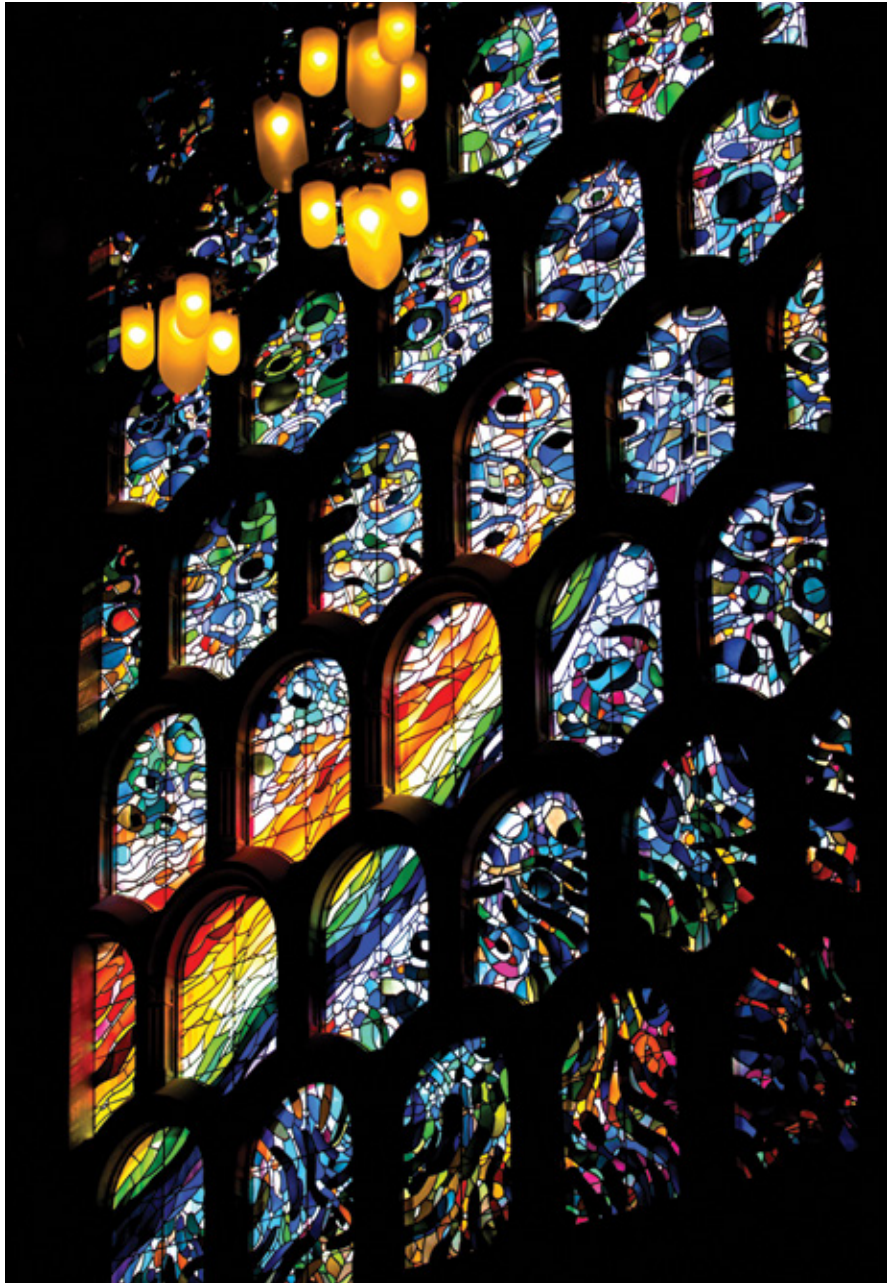
With grants totaling \$275,000, it supported Hand in Hand: Center for Jewish-Arab Education in Israel, which operates integrated, bilingual schools for Jewish and Arab children. And when the Contemporary Jewish Museum in San Francisco was building its new museum, in 2006, Columbia supported it with a \$250,000 grant and also made two later grants totaling \$80,000 for exhibitions.

Congregation Emanu-El, the first Jewish congregation west of the Mississippi, was established in 1850. Beginning in 1952, Columbia made 17 grants to it, the first for a stained-glass window in the temple’s main sanctuary by renowned local artist Mark Adams; another was a \$1-million grant for the

1970s

Using 2,000 pieces of glass in 200 colors, local artist Mark Adams designed two of Congregation Emanu-El's stained-glass windows.

One of them, the water-themed window pictured here, was completed in the early 1970s with a Columbia grant. The foundation supported the congregation with 17 grants between 1952 and 2013. Photo courtesy Congregation Emanu-El



Madeleine Haas Russell Institute of Jewish Learning, awarded in 1999, the year Mrs. Russell died.

“She was one of the key people in the community,” Phyllis Cook, then director of the Jewish Community Endowment Fund, told *Jewish News Weekly* in 1999. “She believed in Jewish philanthropy in breadth. She believed in culture and arts, human services, Israel.”

COLUMBIA FOUNDATION

Foundation Closes: Bittersweet

Columbia Foundation set out to support important work “whose results cannot be guaranteed [as they] represent highly speculative possibilities,” according to its first brochure. Madeleine and Bill Haas might have hoped, but surely did not foresee, that their 1940 aim of “attaining a maximum of usefulness” from their philanthropy would continue for more than seven decades, or that Mrs. Russell’s three children would play such a major role in the work for more than half of Columbia’s life, extending its reach into the future.

“Given my grandmother’s privileged life and how she shaped her interests and beliefs, I don’t take the foundation’s work for granted. I realize that it was the result of her focused attention, and that of my mother and her siblings, over many years. I’m proud to have been able to serve as a trustee.”

— MADDY RUSSELL-SHAPIRO

Now a third generation, her grandchildren, are poised to further her vision in their own ways.

Charles Russell established a foundation focused on the arts, in 1981, first incorporating it under his name and later renaming it Cockayne. Christine Russell and her husband, Mark Schlesinger,

established Gaia Fund, in 1995, with programs in sustainable agriculture, effective democracy, and San Francisco Jewish life. In 2013, Alice Russell-Shapiro and her family established Yerba Buena Fund, whose guidelines are being decided.

Like Columbia, the foundations created by Mrs. Russell’s children do not bear their names, an anomaly among family foundations. Jody Lewen of the Prison University Project puts it best: “This family is humble and modest.”

When Ms. Clark accepted the NRDC “Forces for Nature” award, she told the audience that as a Columbia newcomer, the board set three goals for her: “They said make a difference, don’t view controversy as necessarily a barrier to foundation action, and build castles in the community, not within the foundation.”

Columbia’s closing celebration was held at the Haas-Lilienthal House, where Mrs. Russell had grown up. In 1973, the Lilienthal children donated the house to the nonprofit San Francisco Heritage, which operates it as a museum, the only Victorian-era residence with original furnishings open to the public.

The Columbia Foundation event at the house was a “bittersweet occasion,” said Maddy Russell-Shapiro in the opening remarks, with the family saddened by the door being closed but looking forward “to the next stages of Russell-family philanthropy and the continuation of the philanthropic values and traditions of my grandmother.”

The gathering was an opportunity for trustees and staff to reflect on what the foundation had helped build, acknowledge the philanthropic partners in that work, and give kudos to the hundreds of grantees whose efforts have benefited the public.



2013

Columbia staff and board members at Greens, a Fort Mason Center restaurant, where they held their closing dinner. From left, Alex Hoskyns-Abrahall, Ken Lehto, Maddy Russell-Shapiro, Carolyn Koo, Alice Russell-Shapiro, Susan Clark, Christine Russell, Charles Russell. Columbia Foundation photo

Ms. Clark praised the trustees for “continuously pushing the foundation to consider new issues and emerging needs. ... [They were] farsighted, with the ability to look over the horizon and consider the well-being of future generations.”

Board President Christine Russell took the microphone to publicly thank Ms. Clark for her 35 years as a “perfect match for the foundation and our family,” and for her contributions of “spark, character, energy, intelligence, and enthusiasm — and that’s just the short list of her virtues.”

Columbia Foundation’s administration always operated with few staff handling multiple tasks. Carolyn Koo, grants-manager, joined in 1998, and Alex Hoskyns-Abrahall, program associate, in 2002. Accountant Ken Lehto worked for Columbia for more than 30 years. All were there for the difficult work of closing the foundation.

“Alex, Carolyn, and Ken have been not only exceptionally capable but also dedicated to the foundation’s mission,” Christine Russell told guests. “For trustees, applicants, and grantees alike, they’ve been a pleasure to work with.”

All of Mrs. Russell’s children agreed that keeping Columbia open and vital for 14 years after their mother’s death was a deeply gratifying experience. Although the decision to close wasn’t easy, Christine Russell stated, “It was time.”

Standing before the crowd at the closing event, Alice Russell-Shapiro injected some levity by reflecting on the modesty of Columbia’s founding:

“My mother and her brother used the name ‘Columbia’ because they wanted anonymity as philanthropists. That slightly backfired, in that contemporary newspaper articles about Columbia’s projects would emphasize that unusual and, therefore, noteworthy, anonymity factor.”

REFLECTIONS

A few weeks before the closing event, family members reflected on their role in Columbia’s longevity and its support of eclectic, sometimes controversial, issues and programs.

Alice Russell-Shapiro remembers as a young person hearing about the foundation from her mother. “‘I’m rushing to a Columbia board meeting,’ was typical,” Ms. Russell-Shapiro recalled. But real involvement didn’t come until she and her siblings joined the board.

“Even then, at first Mom ran it without discussing much with us,” she said. “We deferred to her interests, which were multifarious and lofty: we used to fund in the area of world peace.”

Those interests, of course, were shaped by her own life experience, Ms. Russell-Shapiro said. “Mom lived through World War II as a well educated, informed person who read about the less fortunate and must have compared them to her own comfort and privilege. When we, her children, developed our own ‘there-but-for-fortune’ interests, such as access for all to fresh, wholesome food and countering homophobia, she supported them as ‘the right thing to do.’ ”

Maddy Russell-Shapiro described her pride in Columbia’s work: “Given

my grandmother’s privileged life and how she shaped her interests and beliefs, I don’t take the foundation’s work for granted. I realize that it was the result of her focused attention, and that of my mother and her siblings, over many years. I’m proud to have been able to serve as a trustee.”

“Mom lived through World War II as a well educated, informed person who read about the less fortunate and must have compared them to her own comfort and privilege. When we, her children, developed our own ‘there-but-for-fortune’ interests . . . she supported them as ‘the right thing to do.’ ”

— ALICE RUSSELL-SHAPIRO

What pleased Charles Russell the most was that “over 73 years it worked out the way my mother wanted it to work out — to involve her children. It was her baby and that is satisfying to me.”

Regarding the closing, Christine Russell explained that during the years that she and her siblings worked together as trustees, they recognized the changes ahead.

“First, the more we delved into the separate program areas each of us headed, the more passionate we became about them and the more we wanted to

concentrate our efforts in those areas,” she said. “Also, as more of our children reached adulthood, with some living at significant distances, we knew it would get increasingly difficult to arrange and manage board meetings.” Columbia’s board size would have doubled if all the siblings’ children had joined.

Christine Russell mused that she wasn’t sure how her mother would have felt about the closing. “I imagine she would have been sad and disappointed, because the foundation meant so much to her personally. But at the same time, Mom was always supportive of us. I think she would have been proud and pleased that by pursuing philanthropy through our own foundations, we’re honoring her and the values she represented.”

In the end, Madeleine Haas Russell will be remembered for the philanthropy that began when she was a very young woman, and for the legacy she left to her children and grandchildren: “Make a difference.”



1998

*Madeleine Haas Russell in
her early 80s. Russell family
photo*

COLUMBIA FOUNDATION

1940-2013

Summary of Grants

Categories	Number of Grants	Awards
Arts and Culture	627	\$18,168,517
London Community Foundation	12	\$ 2,451,800
Environment	97	\$ 1,968,320
Food and Farming	231	\$11,465,677
Human Rights	355	\$16,510,886
Cross-Cultural Understanding, Race Relations	25	\$ 314,775
International/Peace	196	\$ 4,339,850
Preservation of Wilderness Ecosystems and Biological Diversity	50	\$ 1,968,200
Sustainable Communities & Economies	91	\$ 5,108,500
Urban Community	267	\$ 4,071,150
Discretionary Grants (recommended by President Madeleine Haas Russell, other trustees, and program advisers)	1,659	\$12,375,306
Other: Civic Organizations, Education, Jewish Life	518	\$11,278,269
TOTALS	4,128	\$90,012,250

COLUMBIA FOUNDATION GRANTEES 1940-2013

20/20 Vision Education Fund
509 Cultural Center
80 Langton Street
9th Street Media Consortium

A

Acción Latina
ACLU Foundation of Northern California
Adoptive Parents Committee, Inc.
African-American Shakespeare Company
Afterimage Public Media
Ag Innovations
Agape Foundation – Center for Capital Assistance
Agriculture and Land-Based Training Association
AIDS Action Foundation
Alameda County Health Department
Alaska Wilderness League
Albany Friends Meeting
Alcoholic Rehabilitation Association, Inc.
Aleph Society
Alliance for California Traditional Arts
Alliance for Sustainable Jobs and the Environment
Almeida Theatre Company
Alonzo King LINES Ballet
Alumnae Resources
Alumni Fund Association of Yale
American Associates, Ben-Gurion University of the Negev
American Associates of The Haifa Foundation
American Associates of the National Theatre
American Association for the United Nations
American Cancer Society
American Committee for Shaare Zedek Hospital in Jerusalem
American Committees on Human Rights
American Communications Foundation
American Conservatory Theater
American Council on Education
American Council on Race Relations
American Craft Council
American Farmland Trust
American Friends of Covent Garden
American Friends of Eton College
American Friends of Hebrew University
American Friends of Magen David Adom
American Friends of Rechov Sumsum
American Friends of St. George's Church Hanover Square
American Friends of the British Museum
American Friends of the Israel Museum
American Friends Service Committee
American Heart Association
American Himalayan Foundation
American Indian Contemporary Arts
American Indian Film Institute
American Indian Lawyer Training Project
American Inroads
American Institute of Family Relations
American Institute of Pacific Relations
American Jewish Committee
American Jewish Congress
American Jewish Joint Distribution Committee
American Jewish World Service
American Lung Association
American Museum of Natural History
American Paralysis Association

American Public Welfare Association
American Red Cross
American Social Hygiene Association
American Society for Technion
American Women's Voluntary Services
American-Chinese Committee of the Mass Education Movement
Americans for Campaign Reform
Americans for Oxford Inc.
Americans for Peace Now
Amnesty International
Amnesty International – Ginetta Sagan Fund
Amnesty International – Program to Abolish the Death Penalty
Anchor Rescue Mission
Ancient Forest International
AnewAmerica Community Corporation
Anne Bluethenthal and Dancers
Anti-Defamation League of B'nai B'rith
Antioch College
Apple Tree International
Arc Ecology
Arias Foundation for Peace and Human Progress
Arriba Juntos
Artists Television Access – High Risk Group
Artspace Development Corporation
Ashoka Society
Asia Foundation – Women in Politics Program
ASIAN, Inc.
Asian American Dance Collective
Asian American Theatre Company
Asian Art Museum of San Francisco
Asian Law Caucus – Hate Violence Project
Asian Neighborhood Design
Assn. for the Preservation of the Presidential Yacht Potomac
Association of Forest Service Employees for Environmental Ethics
Associated Students of the University of California
Association of Fundraising Professionals
Athenian School Library Building Fund
Audubon Canyon Ranch
Axis Dance Troupe

B

Barenboim-Said Foundation USA
Bat Conservation International
Bay Area Action
Bay Area Alliance for Sustainable Development
Bay Area Black United Fund
Bay Area Institute – Pacific News Service
Bay Area Network of Gay and Lesbian Educators
Bay Area Ridge Trail Council
Bay Area Transportation and Land Use Coalition
Bay Area Urban League
Bay Area Video Coalition
Bay Area Women Against Rape
Bay Area Women's Philharmonic
The Bay Institute of San Francisco
Berkeley Repertory Theatre
Berkeley Shakespeare Festival
Berkeley Society for the Preservation of Traditional Music
Berkeley Theatre Arts Foundation
Beyond War Foundation
Bioneers
Birth Control Federation of America
Black Box Theatre
Black Repertory Group
Boise State University Foundation – Frank Church Chair of Public Affairs
Border Crossings
Boulder-Lhasa Sister City Project – Namling Country School Project

Boys Scouts of America
 Brandeis Camp Institute
 Brandeis University, Rose Art Museum
 Brandeis University, Women's Studies Program
 BRAVA! For Women in the Arts
 Breakthrough Collaborative
 Breast Cancer Action
 Brennan Center for Justice
 Brentwood Agricultural Land Trust
 British American Arts Association – Britten Sinfonia
 British American Arts Association – Lyric Theatre
 British American Arts Association – Paul Carr
 British American Arts Association – Pop-Up Theatre
 Brookings Institution
 Buckelew House
 Building Opportunities for Self-Sufficiency
 Bureau for Intercultural Education
 Business Alliance for Local Living Economies
 Business Executives for National Security Education Fund
 Business for Social Responsibility – Education Fund
 Businessmen's Educational Fund

C

Cal Poly Corporation
 Cal State University, Los Angeles – Edmund G. Brown Institute
 California Academy of Sciences
 California Agricultural Water Stewardship Initiative
 California Alliance for Arts Education
 California Association of Nonprofits
 California Association of Secondary-School Principals
 California Center for Research and Education in Government
 California Citizens' Committee
 California Clean-Money Campaign
 California Climate and Agriculture Network
 California Coalition for Food and Farming
 California College of the Arts
 California Community Foundation
 California Conference of Social Work
 California Council of Land Trusts
 California Department of Food and Agriculture
 California Environmental Trust – Bay Vision 2020
 California Exhibition Resources Alliance
 California FarmLink
 California Historical Society
 California Housing and Planning Association
 California Institute for Rural Studies
 California Labor School
 California Lawyers for the Art
 California League of Conservation Voters
 California Marine Mammal Center
 California Pacific Medical Center
 California Poets in the Schools
 California Reinvestment Committee
 California Rural Legal Assistance
 California Safe Schools Coalition
 California School of Fine Arts
 California State Parks Foundation
 California Theatre Foundation
 California Tomorrow
 California Trout
 California Voter Foundation
 California Wilderness Coalition
 Californians Against Waste Foundation
 Californians for GE-Free Agriculture
 CALPIRG Charitable Trust
 Cambridge School of Weston
 CAMFED USA Foundation

Capp Street Project – Artist-in-Residence Program
 Capp Street Foundation – Escola Nova de Samba
 Capp Street Foundation – The Harvey Milk Film Project
 Caring for Children
 Carrie Chapman Catt Memorial Fund
 Carter Center at Emory University
 Catholic Youth Organization
 Catholic Charities of the East Bay
 Catholic Social Services – Holy Redeemer Refugee Program
 Catticus Corporation
 Center for Biological Diversity
 Center for Citizen Initiatives
 Center for Community Legal Education, USF Law School
 Center for Defense Information
 Center for Democracy
 Center for Ecoliteracy
 Center for Food Safety
 Center for Governmental Studies
 Center for Independent Living
 Center for Innovation and Resources, Inc.
 Center for Innovative Diplomacy
 Center for International Security and Cooperation
 Center for Investigative Reporting
 Center for Land-Based Learning
 Center for Media & Democracy
 Center for National Independence in Politics
 Center for New Americans
 Center for Participation in Democracy
 Center for Public Integrity
 Center for Science in the Public Interest
 Center for the Family in Transition
 Center for the Study of Law & Politics
 Center for the Study of the American Electorate
 Center for U.S.-U.S.S.R. Initiatives
 Center for Urban Education About Sustainable Agriculture
 Center for Whole Communities
 Center for World Music
 Center for Young Women's Development
 Center to Prevent Handgun Violence
 Centerspace Dance Foundation
 Central America Resource Center
 Central City Hospitality House
 Central Park Conservancy
 Central YMCA San Francisco
 Centro de los Derechos del Migrante, Inc.
 Centro del Pueblo
 Chamber Soloists of San Francisco
 Chamber Symphony of San Francisco
 Chamberworks
 Change Congress
 Charles F. Menninger Society
 Chez Panisse Foundation
 Children's Agency of San Francisco
 Children's Garden of California
 Children's Health Council
 Children's Home Society of California
 Children's Hospital at Stanford
 Children's Hospital Foundation of San Francisco
 Children's Self Help Center – “Caught in the Crossfire”
 Chinatown Community Development Center
 Chinese Culture Foundation
 Chinese for Affirmative Action – Kearny Street Workshop
 Chinese for Affirmative Action – SoundSeen
 Chinese Historical Society of America – “Carved in Silence”
 Chinese Youth Alternatives
 Christmas in April
 Church for the Fellowship of All Peoples

Cine Acción
 Cities in Schools
 Citizens for the Eastshore State Park
 City and County of San Francisco
 City Arts & Lectures
 City CarShare
 City Celebration – Taiko Dojo
 City Celebration – World Drum Festival
 City College of San Francisco
 City of Oakland, Department of Public Health
 CIVICUS: World Alliance for Citizen Participation
 Civil Rights Project
 Clapperstick Institute
 Claremont Colleges
 Claremont Intercultural Housing Project
 Clean Elections Institute
 Clean Water Fund – California Wetlands Education Project
 Clear Water Ranch
 Climate Theatre
 Coalition for Immigrant & Refugee Rights – “Women’s Rights
 Are Human Rights”
 Coalition for the Medical Rights of Women
 Coalition for the Presidio Pacific Center
 Coastal Fisheries Foundation
 Cockayne
 Coleman Advocates for Children and Youth
 College of Marin Foundation – “Wings of Fire”
 College of the Pacific
 Committee for Nuclear Responsibility
 Committee for Sustainable Agriculture
 Committee for the Study of the American Electorate
 Committee for the Waterfront Organ Pavilion/Friends
 of Recreation and Parks
 Committee on American Principles and Fair Play
 Committee on Children’s Television
 Committee to Bridge the Gap
 Committee to Restore the Opera House
 Common Cause Education Fund
 Common Counsel Foundation
 Commonwealth
 Communication Works
 Communications Consortium Media Center
 Community Alliance with Family Farmers
 Community Art Resource
 Community Association for the Retarded
 Community Bank of the Bay
 Community Boards
 Community Breast Health Project
 Community Chest of Oakland
 Community Chest of San Mateo County
 Community Economics
 Community Environmental Council
 Community Food Security Coalition
 Community for Mindful Living – Plutonium-Free Future
 Community Health Association
 Community Information Network
 Community Music Center
 Community Partners
 Community Welfare Council of the Richmond Area
 Company in Flight – Day of the Dead Series “Quetzalcoatl”
 Comparable Worth Project
 Compassion & Choices
 CompassPoint
 Computer Professionals for Social Responsibility
 Conard House
 Conference on Science, Philosophy and Religion
 Congregation Emanu-El

Congregation Sha’ar Zahav
 Congressional Human Rights Foundation
 Conservation Corps North Bay
 Consortium for Global Development
 Constitution Project
 Consumers Union of United States
 Contemporary Jewish Museum
 Co-op America
 Cornell University – Department of Entomology
 Cornerstone Theater Company
 Cornucopia Institute
 Coro Foundation
 Council for a Livable World Education Fund
 Council for Civic Unity
 Council on Economic Priorities
 Council on Foundations
 CounterPULSE
 Coyote Point Museum Association
 CRDC Maintenance Training Corporation
 Creative Work Fund
 Creativity Explored
 Crosspulse
 Crossroads 40 – “Radio Bikini”
 Crossroads Community (the farm)
 The Crucible
 Cultural Conservancy
 Cultural Odyssey
 The Culture Project
 Cutting Ball Theater

D

Daly City Filipino Organizing Project
 Dance Brigade
 Dancers’ Group
 Davis Media Access
 Death Penalty Focus
 Death Penalty Information Center
 Death with Dignity National Center
 Defenders of Wildlife/Endangered Species Coalition
 Delancey Street Foundation
 Delinquency Control Institute
 Demos
 Department of the Environment San Francisco
 Diabasis
 Dimensions Dance Theater
 Displaced Homemakers Center
 Djerassi Resident Artists Program
 Doctors Without Borders USA
 Dolores Street Community Center
 Donmar Theatre
 Door Dog Music Productions

E

Each One Reach One
 Earplay
 Earth Day USA
 Earth Island Institute
 Earthjustice Legal Defense Fund
 East Bay Center for the Performing Arts
 East Bay Community Foundation
 East Oakland Youth Development Center
 East Palo Alto Community Law Project
 East Palo Alto Historical & Agricultural Society
 Ebony Museum
 Ecocity Builders
 Ecology Action
 Ecology Center
 Economists Allied for Arms Reduction

EDGE: Alliance of Ethnic and Environmental Organizations
 Edible Schoolyard
 Educational Broadcasting Corporation
 Educational Foundation for Nuclear Science
 El Teatro Campesino
 El Teatro de la Esperanza
 Ella Baker Center for Human Rights
 Ellen Webb Dance Company
 Emanu-El Community Service Fund
 Emergency Committee of Atomic Scientists
 English Center for International
 English National Opera
 English Speaking Union
 Enterprise for High School Students
 Environmental Commons
 Environmental Defense
 Environmental Grantmakers Association
 Environmental Media Services
 Environmental Policy Center
 Environmental Protection Information Center
 Environmental Research Foundation
 Environmental Working Group
 EPIC – Headwaters Legal Defense Network
 Episcopal Community Services of San Francisco
 Equal Rights Advocates
 Equality California Institute
 Equity Institute
 Esalen Institute Russian-American Exchange Program
 Eschaton Foundation – Resource Center
 Eschaton Foundation – Educational Film & Video Project
 Eureka Theatre
 Everybody's Creative Arts Center
 Experiment in International Living
 Exploratorium
 Exploratory Committee for an Inter-Organizational Council
 on World Affairs
 Eye Gallery

F

Facing History and Ourselves
 FACT/SF
 Fairhaven Home for Unmarried Mothers
 Faith & Politics Institute
 Family Farm Defenders
 Family Planning Alternatives
 Family Service Agency of San Francisco
 Fannie Lou Hamer Project
 Farallones Institute
 Federal Security Agency – U.S. Children's Bureau
 Federation of American Scientists – Arms Sales Monitoring Project
 Feedback Productions – Talespinners Theatre
 Fellowship Academy
 Fenton Communications
 Festival at the Lake
 Fiberworks/Center for the Textile Arts
 Film Arts Foundation
 Film Fund
 Filoli Center
 Fine Arts Museums of San Francisco
 First Baptist Church of Modesto
 Fisk University
 Focus Productions
 Food and Environment Reporting Network
 Food and Water Watch
 Food Bank Incorporated of Santa Clara County
 Food Partners
 Food Project

FoodRoutes Network
 Foreign Policy Association
 Fort Mason Center
 Forum Institute
 The Foundation Center
 Foundation for Art in Cinema
 Foundation for National Progress
 Foundation for Women Judges
 Foundation of City College of San Francisco
 Franciscan Friars of California – National Sanctuary Defense Fund
 Frank Church Institute
 Frederick Burk Foundation
 Freedom to Marry
 French American International School
 Fresh Start Farms
 Fresno Community Council
 Fresno Filmworks
 Fresno Intercultural Fellowship
 Friends & Foundation of the San Francisco Public Library
 Friends Aware of Wildlife Needs
 Friends of American Judaism
 Friends of ETC Group
 Friends of Lubavitch
 Friends of McGill University
 Friends of Photography
 Friends of Recreation & Parks
 Friends of Sir Mortimer B. Davis Jewish General Hospital
 Friends of the Arts
 Friends of the Bancroft Library
 Friends of the Earth
 Friends of the Eel River
 Friends of the Frederick Law Olmstead Papers
 Friends of the Fromm Institute for Lifelong Learning
 Friends of the Louisiana Museum of Modern Art in Denmark
 Friends of the San Francisco Arts Commission – Festival 2000
 Friends of the San Francisco Health Department
 Friends of the Urban Forest
 Fund for Animals
 Fund for Free Expression – Americas Watch
 Funders Agriculture Working Group
 Funders' Committee for Civic Participation
 Funders for Lesbian and Gay Issues
 Funders for Sustainable Food Systems

G

Gaia Fund
 Galeria de la Raza
 Gallery Faire Enterprises
 Gamelan Sekar Jaya
 GAPA Community HIV Project
 Garden Conservancy
 Garden for the Environment
 Garden Hospital Building Fund
 The Garden Project
 Gay & Lesbian National Hotline
 Gay and Lesbian Alliance Against Defamation
 Gay Ice Hockey All Stars
 Gay Lesbian and Straight Education Network
 Gay-Straight Alliance Network
 Gender Public Advocacy Coalition
 Genesis Church and Ecumenical Center
 George Coates Performance Company
 Giarretto Institute
 Girls to Women
 Glide Foundation
 Global Exchange – Communication Works
 Global Fund for Women

Global Heritage Fund
 Glyndebourne Association America
 Glyndebourne Productions
 Golden Gate National Parks Conservancy
 Golden Gate Performing Arts
 Golden Gate University
 Good Samaritan Community Center
 Gorbachev Foundation
 Government Accountability Project
 Grace Cathedral
 Graduate Theological Union
 Grand Delusion
 Grantmakers in the Arts
 Great Books Foundation
 Great Valley Center
 Green Foothills Foundation
 Green Seal
 Greenbelt Alliance
 The Greenhorns
 greenmuseum.org
 Greenpeace
 Greenpeace Fund
 Grist Magazine, Inc.
 GroundSpark
 Guide Dogs for the Blind
 Gulf of the Farallones

H

Habitat Media
 Haight Ashbury Music Workshop
 Hand In Hand
 Harvard University Graduate School of Design
 Hastings College of Law
 Hawaii Seed
 Headlands Center for the Arts
 Healing Waters Wilderness Adventures
 Health Care Without Harm
 Hearing Society for the Bay Area
 Hebrew Union College – Jewish Institute of Religion
 The Hebrew University of Jerusalem
 Henrietta Weill Child Guidance Clinic
 Henry A. Wallace Institute for Alternative Agriculture
 Herbert Hoover Boys' & Girls' Club
 Heyday Institute
 Holbrook-Palmer Recreation Park Foundation
 Holocaust Library and Research Center
 Holocaust Oral History Project
 Home Care Companions, Inc.
 Home Hospice of Sonoma County
 A Home Within
 Horizons Foundation
 Hospice of San Francisco
 Housing Authority of the City and County of San Francisco
 Housing Development and Neighborhood Preservation
 Human Rights Advocates
 Human Rights Foundation
 Human Rights Watch
 Humane Farming Association
 Humanitas
 Hunters Point Boys' and Girls' Club
 Husbandry Institute

I

Immigrant Legal Resource Center
 Independent Documentary Group
 Independent Press Association
 Independent Sector
 Indian Dispute Resolution Services

Indiana University
 Infant Formula Action Coalition
 INFORM
 Institute for Agriculture and Trade Policy
 Institute for East-West Security Studies
 Institute for Fisheries Resources
 Institute for Food and Development Policy
 Institute for Medical Research
 Institute for National Strategy
 Institute for Policy Studies
 Institute for Sustainable Forestry
 Institute of International Education
 Institute of Pacific Relations
 Institute of Physical Fitness
 Institute on Aging
 Institution for the Chinese Blind
 Instituto Laboral de la Raza
 Instituto Pro Musica de California
 Interfaith Center to Reverse the Arms Race
 Intergroup Clearinghouse
 International Center – San Francisco
 International Center of Photography – American Ground Zero
 International Conference of Social Work
 International Dendrological Research Institute
 International Development Exchange
 International Diplomacy Council aka International Visitors Center
 International Forum on Globalization
 International Gay and Lesbian Human Rights Commission
 International Hospitality Center of the Bay Area
 International Human Rights Funders Group
 International Institute of Alameda County
 International Institute of San Francisco
 International Museum of Women
 International Peace Academy
 International Primatological Society
 International Rivers Network
 International Society for Ecology & Culture – Ladakh Project
 Interprofessional Commission on Marriage and Divorce Laws
 The Interra Project
 Intersection for the Arts
 Intertribal Friendship House
 Investors' Circle
 Irwin Memorial Blood Bank of the S.F. Medical Society
 It's Just a Stage

J

J. Walter Johnson Institute – W.O.R.T.H.
 Japan Society
 Japanese American Citizens League
 Japanese Community and Cultural Center of Northern California
 Japantown Art and Media Design
 Jazz in the City
 The Jerusalem Foundation
 Jewish Committee for Personal Service
 Jewish Community Federation
 Jewish Community Museum
 Jewish Community Relations Council
 Jewish Family and Children's Services
 Jewish Home
 Jewish Theatre San Francisco
 Joe Goode Performance Group
 John F. Kennedy Center for the Performing Arts
 Johns Hopkins University
 Judah Magnes Museum
 Julian Theatre
 Juma Ventures
 June Watanabe Dance Company

Junior Museum of Palo Alto
 Junior Statesmen Foundation
 Justice at Stake
 JWB Associates

K

KAHEA
 Karamu House
 Katherine Delmar Burke School
 KCTS TV – “Green Plans “
 Kelly + Yamamoto Productions
 Kelsey Street Press
 Kids Company
 Kingston Land Trust
 Klamath Riverkeeper
 Koncepts Cultural Gallery
 KQED
 Kronos Quartet
 Kulintang Arts, Inc.

L

La Casa de las Madres
 La Peña Cultural Center
 La Raza Graphics
 Lambda Legal Defense and Education Fund
 Landscape Architectural Foundation
 Lao Lu Mien Culture Association, Inc.
 Laotian Handcraft Project
 Larkin Street Youth Services
 Latin American Theatre Artists
 Latino Issues Forum
 Lavender Youth Recreation and Information Center
 Lawyers' Committee for Civil Rights of the San Francisco Bay Area
 Lawyers Committee for Human Rights
 League of Women Voters of San Francisco
 League of Women Voters Overseas Education Fund
 League to Save Lake Tahoe
 LEGACY – The Landscape Connection
 Legal Aid Society of San Francisco
 Legal Assistance to the Elderly
 Legal Services for Children
 Leo Baeck Institute
 LEVYdance
 Library Foundation of San Francisco
 Library of International Relations
 Life Frames, Inc.
 LightHawk
 Lines Contemporary Ballet
 Live Oak Institute
 Local Economic Assistance Program – Bay Area Renewal
 Local Government Commission
 London Community Foundation
 Long Bow Group
 Lorraine Hansberry Theatre
 Los Angeles Coordinating Committee for V.D. Control
 Los Cenzontles Mexican Arts Center
 Low-Income Housing Fund

M

MacArthur Justice Center
 Magic Theatre
 Maine Community Foundation
 Mainstream Media Project
 Mandeleo Institute – African Cultural Festival
 Mandeleo Institute – Fua Dia Congo
 Mandeleo Institute – Ladzekpo Brothers
 Mandeleo Institute – Oakland Jazz Alliance
 Manhattan School of Music

Manhattanville Neighborhood Center
 MAPLight.org
 Margaret Hibbard Art Center and Carroll College Foundation
 Margaret Jenkins Dance Company
 Marin Agricultural Land Trust
 Marin Council of Community Services
 Marin Organic
 Martin Luther King, Jr. Birthday Observance Committee
 Materials for the Future Foundation
 Meals on Wheels of San Francisco
 Menlo Park-Atherton Education Foundation
 Mental Health Association of San Francisco
 Meridian Gallery
 Merola Opera Program
 Metropole Film Board
 Mexican American Legal Defense and Educational Fund
 Mexican Museum
 Midpeninsula Open Space District
 Midwest Voter Registration Education Project
 Mills College
 Mission Bay Consortium
 Mission Creek Conservancy
 Mission Cultural Center for Latino Arts
 Mission Economic Development Agency
 Mission Graduates
 Montana Land Reliance
 Monterey Institute of Foreign Studies
 Moreshet Israel
 Mothers & Others for a Livable Planet
 Mount Zion Health Systems – Shock Research Project
 Mount Zion Health Systems – Veterans' Rehabilitation Clinic
 Ms. Foundation for Education and Communication
 Ms. Foundation for Women
 Municipal Art Society of New York
 Murder Victims Families for Reconciliation
 Museum of Modern Art, New York
 Museum of Modern Art - International Program Endowment Fund
 Museum Society
 Music Concourse and Garage Fund/The San Francisco
 Foundation Community Initiative Funds
 Music in Schools Today
 Musical Traditions – Paul Drescher Ensemble
 Musign Theatre Company
 Musique Passion

N

Na Lei Hulu I Ka Wekiu
 NAACP Legal Defense and Educational Fund
 NARAL Pro-Choice America Foundation
 Nation Institute
 National AIDS Memorial Grove
 National Alliance Against Violence – Western Alliance
 National Art Education Association
 National Asian American Telecommunications Association –
 “Citizen #13660 “
 National Asian American Telecommunications Association – “XX”
 National Asian American Telecommunications Association –
 Living Room Festival
 National Association of Atomic Veterans
 National Association of Chiefs of Police
 National Association of Radiation Survivors
 National Audubon Society
 National Center for Family Philanthropy
 National Center for International Schools
 National Center for Lesbian Rights
 National Center for Youth Law
 National Coalition to Abolish the Death Penalty

National Committee for Mental Hygiene
 National Committee for Responsive Philanthropy
 National Committee on Maternal Health
 National Conference for Community and Justice
 National Council of Negro Women
 National Council of Returned Peace Corps Volunteers
 National Council on Alcoholism
 National Council on Social Work Education
 National Defenders' Club
 National Democratic Institute for International Affairs
 National Endowment for the Humanities
 National Federation of the Blind
 National Gallery of Art
 National Indian Justice Center
 National Japanese American Historical Society
 National Japanese American Student Relocation Council
 National Jewish Hospital
 National Lesbian and Gay Journalists Association
 National Mental Health Foundation
 National Multiple Sclerosis Society of Northern California
 National Municipal League
 National Parks Conservation Association
 National Peace Garden Foundation
 National Public Radio
 National Publicity Council
 National SANE Education Fund
 National Sexuality Resource Center
 National Social Welfare Assembly
 National Urban League
 National Wildlife Federation
 National Youth Advocacy Coalition
 Native California Network
 Natural Resources Defense Council
 The Natural Step
 Nature Conservancy, California
 Neighborhood Parks Council
 Neighbor-to-Neighbor Education Fund
 New Conservatory Theatre Center
 New Directions Unlimited
 New Economics Institute
 New Education Fellowship
 New Israel Fund
 New Langton Arts
 New School
 New Venture Fund
 New Ways to Work
 New Ways to Work – "The Forest Through the Trees"
 New World Productions
 New York City Ballet
 New York Public Library
 Newton Cable Television Foundation – ACAJOU Productions
 Nextcourse
 Ninth Judicial Circuit Historical Society – Judge Cecil Pool
 Nisei Student Relocation Commemorative Fund, Inc.
 Noe Valley Ministry Community Building Fund
 The NonprofitCenters Network
 Tenderloin Economic Development Project
 North Star Fund
 Northcoast Environmental Center
 Northcoast Regional Land Trust
 Northern California Cancer Center
 Northern California Community Loan Fund
 Northern California Council
 Northern California Ecumenical Council
 Northern California Grantmakers – AIDS Task Force
 Northern California Grantmakers – Arts Loan Fund

Northern California Grantmakers – Council on Foundations
 Conference
 Northern California Grantmakers – Earthquake Recovery Fund
 Northern California Grantmakers – Emergency Family Needs
 Program
 Northern California Grantmakers – Emergency Fund Committee
 Northern California Grantmakers – Task Force on Homelessness
 Northern California Grantmakers – Task Force on Legalization of
 Immigrants
 Northern California Grantmakers – Task Force on the Buck Trust
 Dispute
 Northern California Hillel Council
 Northern California Service League
 Northern California Society for Prevention of Blindness
 Northern California Union Health Committee
 Novation, Inc.
 NOW Legal Defense and Education Fund

O

Oakland Area Community Welfare
 Oakland Ballet
 Oakland Ensemble Theatre
 Oakland Festival of the Arts – East Bay Dance Series
 Oakland Festival of the Arts – Rova Saxophone & Taiko Dojo
 Oakland Institute
 Oakland Museum Association
 Oakland Youth Works
 Oberlin Dance Collective – NewArt Connections
 Oberlin Dance Collective – New Performance Gallery
 Oberlin Dance Collective – Talking Dance Project
 Oberlin Dance Collective – U.S.S.R. Tour
 Obstetrics and Gynecology Research and Education Foundation
 Occidental Arts and Ecology Center
 Occidental College
 Oceanic Society
 ODC Theater
 Ohana Cultural Center
 Ojai Festivals, Ltd.
 Old Vic Theatre Trust
 Older Women's League
 Om Organics
 Omega Boys Club of San Francisco
 OMI-Pilgrim Community Center
 On Lok Development Corporation
 On Lok Senior Health Services
 Open Eye Pictures
 Open Space Institute
 Opera Circus
 The Opera Group
 Opéra Parallèle
 Optic Nerve Foundation – Ideas in Motion
 Oregon Death with Dignity Legal Defense & Education Center
 Organic Consumers Association
 Organic Farming Research Foundation
 Organic Seed Alliance
 ORGANIZE Training Center
 Osborne Association
 Our Children's Trust
 Oxfam America

P

Pacific Center for Human Growth
 Pacific Environment and Resources Center
 Pacific House
 Pacific Jewish Theatre
 Pacific Primary
 Pacific Rivers Council
 Pacific School of Religion

Pacific Science Board
 Pacifica Foundation
 Paines Plough Theatre Company
 Palo Alto Humane Society
 Palo Alto Medical Foundation
 Paragon Media
 Parents, Families and Friends of Lesbians and Gays
 Parliamentarians for Global Action
 Patient Assistance Foundation
 Peace and Common Security
 Pear Garden in the West
 Pegasus Opera Company
 Peninsula Center for the Blind and Visually Impaired
 Peninsula Community Foundation
 Peninsula Jewish Community Center
 Peninsula Open Space Trust
 Peninsula School
 People for the American Way Foundation
 People's Grocery
 People's Mandate Committee for Inter-American Peace
 People's Theatre Coalition/Life on the Water
 Performing Arts Services
 Performing Arts Workshop
 Pesticide Action Network North America
 Pesticide Education Center
 Philharmonia Baroque Orchestra
 Physicians for Social Responsibility
 Pickle Family Circus
 Pie Ranch
 Planned Parenthood Golden Gate
 Planned Parenthood Federation of America
 Planned Parenthood of Alameda/San Francisco
 Planned Parenthood of Central and Northern Arizona
 Planned Parenthood of Marin, Sonoma and Mendocino
 Planning and Conservation League Foundation
 Planting Justice
 Playworks Center for Dramatic Arts
 Ploughshares Fund
 Pocket Opera
 Poetry Flash
 Polaris Institute USA
 Political Research Associates
 Pop-Up Theatre
 Positive Futures Center
 Precita Eyes Mural Arts Center
 Pre-School Education and Child Service
 Presidio School of Management
 Presidio Sustainability Project
 Prevention Institute
 Prison Media Project – San Quentin News
 Prison University Project
 Pro Arts
 Product Policy Institute
 Programs for People
 Project Genesis
 Project Open Hand
 Project Rebound
 Proteus Fund
 Public Advocates – Hawaiian Public Interest Law Feasibility Study
 Public Campaign
 Public Citizen Foundation
 Public Health Institute
 Public Media Center
 Public Policy Institute of California

Q

Qwaves

R

Rachel's Network
 Rainforest Action Network
 Rainforest International
 Community Educational Services – Ready To Work
 Reality House West
 Recording for the Blind
 Recreation Center for the Aged
 Recreation Center for the Handicapped
 Red Tab Foundation
 Redefining Progress
 Redwood Coast Watersheds Alliance
 Redwood Cultural Work
 Redwoods Group Foundation
 Reflective Image
 Reform Jewish Appeal
 Rehearsal Orchestra
 Resolution – California Newsreel
 RESOLVE
 Resource Renewal Institute
 Rex Foundation
 Rhythmic Concepts
 Rich Mix
 Richmond Art Center
 Riverside Park Fund
 Rockefeller Family Fund
 Roots of Change
 Rosa Montoya Bailes Flamencos
 Rose Foundation – Headwaters Debt for Nature Project
 Rose Foundation
 Rose Resnick Center for the Blind and Handicapped
 Royal Court Theatre
 Royal National Theatre
 Royal Opera House Foundation

S

Safe Future Education Fund
 St. Anthony Foundation
 St. Dominic's Preservation and Restoration Project
 St. Luke's Hospital Foundation
 St. Michael's Montessori School
 St. Vincent de Paul Society of Marin County
 Salvation Army Boston – Dorchester's Jubilee House
 Samuel Huston College
 San Diego Public Schools
 San Francisco AIDS Foundation
 San Francisco and Marin Food Bank
 San Francisco Art Association
 San Francisco Art Institute
 San Francisco Ballet
 San Francisco Bay Area Book Council
 San Francisco Bay Area Dance Coalition
 San Francisco Bay-Delta Preservation Project
 San Francisco Bay Girl Scout Council
 San Francisco Baykeeper
 San Francisco Big Sisters
 San Francisco Boys & Girls Club
 San Francisco Camerawork
 San Francisco Center for Research and Education in Government
 San Francisco Center for the Book
 San Francisco Chamber Orchestra
 San Francisco Child Abuse Prevention Center
 San Francisco Chronicle Season of Sharing Fund
 San Francisco College for Women
 San Francisco Committee for Education on Alcoholism
 San Francisco Community Trust
 San Francisco Conservation Corps

San Francisco Conservatory of Music
 San Francisco Contemporary Music Players
 San Francisco Department of Public Health
 San Francisco Education Fund
 San Francisco Food Systems Council
 San Francisco Foundation Community Initiative Funds
 San Francisco Foundation – Asian Pacific Environmental Network
 San Francisco Foundation – United Nations Plaza Project
 San Francisco Free Clinic
 The San Francisco Garden Club
 San Francisco Hearing and Speech Center
 San Francisco Heart Association
 San Francisco Hemlock Society
 San Francisco Heritage
 San Francisco Housing and Planning Association
 San Francisco Interfaith Council – Interfaith Center for a Global Ethic
 San Francisco International Arts Festival
 San Francisco Jazz Organization
 San Francisco Jewish Film Festival
 San Francisco League of Urban Gardeners – East Bay Urban Gardeners
 San Francisco League of Urban Gardeners
 San Francisco Lesbian Gay Bisexual Transgender Community Center
 San Francisco Live Arts
 San Francisco Mime Troupe
 San Francisco Museum & Historical Society
 San Francisco Museum of Modern Art
 San Francisco Neighborhood Legal Assistance Foundation
 San Francisco Opera
 San Francisco Parks Trust
 San Francisco Partnership Ministry
 San Francisco Performances
 San Francisco Performing Arts Library & Museum
 San Francisco Physicians Forum
 San Francisco Planning and Urban Research Association
 San Francisco Planning Department
 San Francisco Public Dance Hall Committee
 San Francisco Renaissance Entrepreneurship Center
 San Francisco School of Dramatic Arts
 San Francisco Senior Center
 San Francisco Shakespeare Festival
 San Francisco-Shanghai Friendship Committee
 San Francisco Sheriff's Department Five Keys Charter School
 San Francisco S.P.C.A.
 San Francisco Special Events Committee
 San Francisco State University
 San Francisco Study Center
 San Francisco Symphony
 San Francisco Theatre Association
 San Francisco Waldorf School
 San Francisco Women's Centers – Capital Campaign
 San Francisco Women's Centers – Girls' Leadership Project
 San Francisco Youth Association
 San Francisco Zen Center
 San Francisco Zoological Society
 San Mateo County Historical Association
 Sanctuary Forest
 Santa Cruz Citizen's Committee for the Homeless – Homeless Garden
 Santa Fe Opera
 Save Our Sunol
 Save San Francisco Bay Association
 Save the Redwoods League
 School for Jewish Studies
 School of the Arts
 Sea Shepherd Conservation Society
 Second National People of Color Environmental Leadership Summit
 Sedgwick, Mrs. Walter, for UC lecture on the aged
 Sempervirens Fund
 Seven Tepees
 Seventh Generation Fund for Indian Development
 SEW Productions – Lorraine Hansberry Theatre
 ShadowLight Productions
 Shanti Project
 Shared Living Resource Center
 Shunt Events
 Sierra Club Foundation
 Sierra Club Legal Defense Fund
 Sierra Fund
 Sierra Watch
 Sigmund Freud Archives
 Silicon Valley Toxics Coalition
 Simon Wiesenthal Center
 Slow Food Nation
 Small Press Distribution
 Small Press Traffic
 Smith College
 Smith College Museum of Art
 Smith-Kettlewell Eye Research Foundation
 Social Workers Placement Bureau
 Society for Art Publications of the Americas
 Society for the Promotion of New Music
 Sonoma Land Trust
 South & Meso American Indian Information Center
 Southern Exposure
 Southwest Voter Registration Education Project
 Spare Stage
 Spectrum Center for Lesbian, Gay, Bisexual and Transgender Concerns
 Sponsors of San Francisco Performing Arts Center
 Spring Opera Association
 Stanford Jazz Workshop
 Stanford University – Center for Research in International Studies
 Stanford University – Friends of Raisa Gorbachev
 Stanford University Institute for International Studies
 Stanford University – Stanford Museum
 Stanislaus County Welfare Department
 Stanley M. Isaacs Neighborhood Center
 State of California Department of Social Welfare
 Stepping Stone
 Stern Grove Festival Association
 Stiles Hall
 Stone Soup Fresno
 Stonewall Equality
 Summer Fields School
 Sunset Nursery School
 Support Center of San Francisco
 Support Group Training Project
 Sustainable Agriculture Education
 Sustainable City
 Sustainable Cotton Project
 Sustainable Economies Law Center
 Sustainable San Francisco
 Sustainable Sonoma County

Tenderloin Senior Organizing Project
 Tête-à-Tête Productions
 The Commonwealth Club of California
 The Working Group
 THE.ART.RE.GRUP, Inc. – Artlab
 Theatre Artaud
 Theatre Bay Area
 Theatre Flamenco
 Theatre of Yugen
 Theatre Rhinoceros – “The Queen of Swords”
 Thick Description
 Thirteen/WNET New York
 Tibet House New York
 The Tides Center
 Tides Foundation
 Tides Shared Spaces
 Towards Utility Rate Normalization
 Town School for Boys
 Tracey Quezada Productions
 TreePeople
 Trees Foundation – Headwaters Forest Coordinating Committee
 Triangle Speakers
 Trinity Episcopal Church – Empyrean Productions
 Trust for Public Land – Bay Area Land Fund
 Trust for Public Land – California ReLeaf
 Trust for Public Land – Solano/Peralta/Capistrano Park Citizen
 Tuolumne River Preservation Trust
 Twin Cities Council for Civic Unity
 Twin Pines Cooperative Foundation

U

U.S. Commission on Improving the Effectiveness of the U.N.
 UCSF Foundation, Raising Hope Benefit
 UCSF – Mount Zion Center on Aging
 Ukiah Players Theatre
 UN50 Committee
 UNICEF
 Union of Concerned Scientists
 Union Settlement
 Unitarian Universalist Service Committee
 United Bay Area Crusade
 United Community Fund of San Francisco
 United Crusade
 United Indian Nations
 United Indian Nations Community Development Corporation
 United Nations Association of San Francisco
 United Negro College Fund
 United Neighbors in Action Research Association
 United States Department of Agriculture Farm Security
 Administration
 United States Holocaust Memorial Museum
 United Way of New York City
 United Way of the Bay Area – Refugee Task Force
 United Way of Tulare County
 University of California Berkeley – Art Museum & Pacific Film
 Archive
 University of California Berkeley – City & Regional Planning
 University of California Berkeley – College of Environmental
 Design
 University of California Berkeley – Colman Watershed Fund
 University of California Berkeley – Department of Agriculture
 University of California Berkeley – Graduate School of Journalism
 University of California Berkeley – Graduate Studies
 University of California Berkeley – Haas School of Business
 University of California Berkeley – Incentive Awards Program
 University of California Berkeley – Institute for Government
 Studies

University of California Berkeley – Institute for Urban and
 Regional Development
 University of California Berkeley – Jewish Studies
 University of California Berkeley – Library
 University of California Berkeley – Music Department
 University of California Berkeley – PACE
 University of California Berkeley – Students for Peace
 University of California Berkeley – Young Musicians Program
 University of California Cooperative Extension Sonoma County
 University of California Davis – Agricultural Sustainability Institute
 University of California Los Angeles – Asian American Studies
 University of California Los Angeles – Center for International
 Study
 University of California San Francisco – Department of Neurology
 University of California San Francisco – Department of Psychiatry
 University of California San Francisco – Medical School
 University of California Santa Cruz – Agroecology Program
 University of California – Sustainable Agriculture Research and
 Education Program
 University of Chicago – Community Research Project
 University of Denver
 University of New Mexico Press
 University of Oregon Medical School
 University of Pennsylvania
 University of San Francisco
 University of San Francisco – Center for the Pacific Rim
 University of San Francisco – Fromm Institute of Lifelong Learning
 University of San Francisco – Gleeson Library
 University of San Francisco School of Law
 University of Southern California
 Urban Ecology
 Urban Ecology – East Bay Community Gardening & Greening
 Coalition
 Urban Habitat Program
 Urban School of San Francisco

V

Valley Keeper
 Vanguard Public Foundation – Adelante Corporation
 Ventana Wilderness Sanctuary
 Ventura County Ag Futures Alliance
 Vermont Community Foundation
 Versailles Foundation
 Vesper Society
 Veterans Vietnam Restoration Project
 Violich, Francis J., for Latin America Housing Study
 Visiting Nurse Association of Sonoma County
 Volunteer Program of the Department of Social Services
 Volunteers in Asia

W

Wagner Society
 Wajumbe Cultural Institution
 Walden House
 Wallflower Order
 Watershed Media
 Watts Garden Club
 West Marin Fund
 West Oakland Food Project
 West View Hospital
 Western Consortium for Public Health – Tibet Child Nutrition
 Western Public Radio
 WGBH – Frontline
 Whitney Foundation
 Wigmore Hall Trust
 Wild Farm Alliance
 Wild Rumpus
 Wild Swan Theater

Wilderness Finders
WildWest Institute
Wilton's Music Hall
Women's Action to Gain Economic Security
Women's Alcoholism Center
Women's American ORT
The Women's Building
Women's City Club
Women's Earth Alliance
Women's Foundation – San Francisco Domestic Violence Consortium
Women's Initiative for Self-Employment
Woods Hole Research Center
World Affairs Council of Northern California
World Arts West
World College West
World Institute on Disability
World Learning
World Resources Institute
World Wildlife Fund
World Without War Council

X

Xerces Society

Y

Yale University
Yerba Buena Center for the Arts
Yerba Buena Fund
Yolo Land Trust
The Yosemite Foundation
Young Women's Christian Association of San Francisco
Youth Advocates
Youth Alive
Youth Gender Project
Youth Industry
Youth Power
Youth Project – Initiatives for Campaign Reform
Youth Project – Tribal Sovereignty Program
Youth Speaks
Youthnews
Yuba City

Z

Z Space Studio
Zeum
Zyzyva