

California faces many critical challenges which require resources and creative solutions. In response to this reality, the Foundation's Board of Directors decided to invest all of its assets by 2020. This decision reflects a commitment to identifying lasting solutions for **education** and the **environment**, as well as a commitment to the ongoing **effectiveness** of nonprofit organizations and their funders.

## Education



The Education Program focuses on helping young people develop the knowledge, skills, and character they need to become informed citizens, explore and understand the world around them, and take responsibility for the environment. The Foundation pursues this goal through the following strategic lines of work:

- **Character** – Supporting effective adult practice to help young people develop positive skills and abilities.
- **Math and science portfolios** – Investing in high-quality teaching and learning in California K-8 classrooms through the full implementation of the Common Core State Standards in Mathematics, and the Next Generation Science Standards.
- **Teacher preparation portfolio** – Enhancing the skills of future and new educators as they build practices aligned to new academic standards.

## Environment



The Environment Program addresses the management, stewardship, and conservation of the state's water and land to support a resilient environment and economy. The Foundation pursues this goal through the following strategic lines of work:

- **Water knowledge and information systems** – Accelerating the creation and transfer of knowledge among researchers, policymakers, and practitioners to ensure that science informs water management decisions.
- **Integrated water management solutions** – Pursuing policies that promote sustainable water management, and demonstrating the effectiveness of enhanced approaches.
- **Durable, relevant protected lands** – Advancing the durability and relevance of California's protected lands network to enhance local communities, preserve wildlife habitat, and provide recreational opportunities for all generations.
- **Enhancing conservation on private lands** – Aligning incentives and removing barriers to effective land management practices.



The Foundation strives to be effective across all programs and operations. As a spend-down foundation seeking to leave behind knowledge that will benefit others, special emphasis is placed on:

- **Evaluation and learning** – The Foundation has committed more than \$40 million to research and evaluation since making the decision to spend down.
- **Enhancing grantee capacity and resiliency** – A *Resiliency Toolkit* guides dialogue between grantmakers and nonprofits to prepare for sustained success in a changing world.
- **Building knowledge for the field of philanthropy** – While foundation exits and spend downs are gaining interest in philanthropy, they have fueled relatively little research to date. The Foundation therefore supports research and learning in this arena.
- **Strategic communications** – Encouraged by colleagues in the field, the Foundation is increasing its commitment to communications, sharing plans, lessons, and tools as we navigate the time before sunset in 2020.

Program staff and the President’s office are supported in this work by a small Organizational Effectiveness (OE) team, established in 2013 to ensure effective, outcomes-oriented grantmaking during the Foundation’s spend down. The OE team functions as an internal consulting unit, providing counsel and services to colleagues, monitoring many final grants, building and supporting the development of knowledge and tools, and preparing the Foundation’s spend-down story.

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## Spend-Down Timeline

The Foundation is sharing its experiences and lessons learned throughout its spend-down period. This [timeline](#) shows the Foundation’s biggest commitments in the context of relevant external events, as well as key information about the Foundation’s grants, endowment, and staffing beginning with 2008 – the year the Foundation board made a decision to invest all its assets by 2020.