S. D. BECHTEL, JR. FOUNDATION STEPHEN BECHTEL FUND							Every Student Succeeds Act passes into law. California launches	California Department of Education forms state team to plan for social emotional learning. California adopts an accountability system that	Teacher shortage continues across the state, especially in math and science.		
From 2007 to 2009, California experienced three consecutive dry years; in 2008, California faced <u>new</u> <u>restrictions</u> on the operation of the state's major water projects.	California passes a historic legislative <u>package of bills</u> to ensure a reliable and	Jerry Brown elected as Governor, <u>Tom Torlakson</u> elected as Superintendent of Public Instruction. California adopts <u>Common</u> <u>Core State Standards</u> for Mathematics (CCSS-M).	70 of California state parks slated for closure due to <u>budget cuts</u> .		California adopts <u>Next</u> <u>Generation Science</u> <u>Standards</u> (NGSS). Governor Brown <u>balances</u> California's budget.	California increases funding to include \$1.25 B for districts to implement CCSS & NGSS. Historic California groundwater legislation passed; \$7.5 B <u>Water Bond</u> approved by voters.	Smarter Balanced Assessments. California revises Teaching Performance Expectations.	includes science, math, and English language arts. California passes <u>Open</u> <u>and Transparent Water Data</u> <u>Act</u> and enabling legislation for Regional Conservation Investment Strategies. Drought emergency terminat	State Board of Education launches the <u>California</u> <u>School Dashboard</u> .		
	clean water supply and restore the Sacramento- San Joaquin Delta.								Catastrophic fires and floods challenge resiliency of both human and natural systems.		
							Parks Forward Commission recommendations released.				
Great Recession		Mathematics (CC55-M).	Drought. The four-year period between fall 2011 and fall 2015 is the driest in California since record keeping beg				5.	after one of the wettest seasons on record.			
▲ EXTERNAL											
2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019- 2020
<ul> <li>The Migratory Bird Conservation Partnership launches; Foundation commits \$15 million over nine years.</li> <li>\$2.5 M over five years to the <u>UC Davis Center</u> for Watershed Sciences to inform solutions in the Sacramento-San Joaquin Delta.</li> </ul>	Start of <u>spend-down</u> strategy work. Startegy work. Start of <u>spend-down</u> strategy work. Start of <u>spend-down</u> strategy work. Solution Start of <u>spend-down</u> strategy work. Solution Start of <u>spend-down</u> strategy work. Solution Start of <u>spend-down</u> strategy work. Start of <u>spend-down</u> strategy work. Start of <u>spend-down</u> strategy work. Start of <u>spend-down</u> start <u>spend-down</u> strategy work. Start of <u>spend-down</u> strategy strategy str	Spend-down decision communicated to all grantees.	<ul> <li>Final private equity investment commitment made.</li> <li>\$3.3 M to support math and science in two districts.</li> <li>\$1 M to support the launch of Terrafirma Risk Retention Group, a nonprofit insurance service for land trusts.</li> <li>\$25 M over eight years to create a pooled fund, the <u>Water Foundation</u>, in partnership with other philanthropic organizations.</li> </ul>	<ul> <li>Grantee policy coalition forms to advocate for more science in the state's emerging accountability system.</li> <li>Commissioned report finds low levels of philanthropic funding for freshwater efforts in California.</li> <li>\$10 M for the <u>Center for</u> <u>Watershed Sciences</u> to inform California water management and policy.</li> <li>Increased organizational capacity-building support for conservation grantees.</li> </ul>	<ul> <li>Strategy refresh.</li> <li>\$53 M over five years for the Math in Common<sup>*</sup> Initiative, 10 school districts, 200 K students.</li> <li>\$25 M over five years to Golden Gate National Parks Conservancy for Presidio Tunnel Tops Parks Project.</li> <li>Foundation joins the California Teacher's Union and others, creating Instructional Leadership Corps.</li> <li>Foundation joins others to support the Parks Forward Initiative.</li> <li>Launch of two-year Sustainability Cohort for California land trusts.</li> <li>Effectiveness Team</li> </ul>	<ul> <li>\$16.4 M over four years to launch the NGSS Early Implementers Initiative, eight school districts, 200 K students.</li> <li>\$21 M over six years to launch the New Generation of Educators Initiative, serving 11 CSU campuses.</li> <li>\$126 M National Character Initiative launched, serving 24 M youth.</li> <li>Program investments to incentivize farmers, ranchers to create temporary wildlife habitats on their land.</li> </ul>	<ul> <li>Began de-risking investment portfolio.</li> <li>Foundation partners with community foundations across California to <u>build</u> regional capacity to address water challenges.</li> <li>\$9 M to the Public Policy Institute of California to launch the Water Policy Center.</li> <li>Effectiveness Team releases suite of materials on Organizational Resiliency.</li> </ul>	<ul> <li>Character grantee convening and two-day National Academy of Sciences workshop in Washington, DC.</li> <li>\$1.3 M initial investment to support County Offices of Education to scale promising practices in math and science.</li> <li>Launch of Project Water Data at White House Water Summit.</li> <li>\$6 M over three years to pilot and advance Regional Conservation Investment Strategies.</li> <li>Water Funder Initiative releases <u>Toward Water</u> <u>Sustainability: A Blueprint for the Future</u>.</li> </ul>	<ul> <li>Learning Communities advance Character grantee collaboration.</li> <li>Lessons from Math in Common<sup>°</sup> and NGSS Early Implementers shared statewide to help teachers shift practice.</li> <li>California Department of Parks and Recreation completes systemwide transformation.</li> <li><u>Water Foundation</u> launches as an independent organization.</li> </ul>		
Environment					established.						
<b>G</b> Effectiveness	<b>5</b> Since 2009, more than \$60	) million committed to <b>research</b>	n and evaluation.								

