

THE JAMES IRVINE FOUNDATION

EXPANDING

OPPORTUNITY

FOR THE PEOPLE

OF CALIFORNIA

ANNUAL REPORT FOR 2007

TABLE OF CONTENTS

From the President and Chief Executive Officer	2
2007 Grants	6
From the Chief Investment Officer and Treasurer	41
Independent Auditors' Report	44
Financial Statements	45
Board of Directors and Staff	55

The mission of The James Irvine Foundation is to expand opportunity for the people of California to participate in a vibrant, successful and inclusive society.

In pursuit of this mission, the Foundation is guided by the following goals: **advance** the educational and economic prospects of low-income Californians to create and share in the state's prosperity; **engage** a broad cross section of Californians in the civic and cultural life of their communities and the state; **enhance** mutual understanding and communication among diverse racial, ethnic and socioeconomic groups; and **enrich** the state's intellectual and creative environment.

FROM THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

2007 marked a milestone for The James Irvine Foundation, as we celebrated our 70th anniversary of service to the people of California and surpassed \$1 billion in grants awarded. That is a remarkable legacy upon which to build, and we can be proud of how this past year demonstrated our continued commitment to James Irvine's vision of promoting the welfare of the people of California. Here are some of the year's highlights:



James E. Canales
President and
Chief Executive Officer

In the **Arts**, we provided leadership support for the creation of the California Cultural Data Project, a statewide collaboration of major arts funders designed to streamline the grant application process and collect valuable data about the cultural sector. As of this writing, nearly 800 organizations are registered and 26 funders are participating, which means that after six months, the effort is already well on its way toward reaching its goal of 5,000 registered organizations and 60 funders by 2010. This is the most comprehensive effort ever made to gather data about arts and culture in California. The resulting database will document the contribution of the cultural sector to the state's economy, giving arts advocates a powerful new tool to make the case for increased public investment and participation in the arts.

In the **Youth** program, we deepened our focus on academically rigorous career and technical education (CTE), both to leverage our major investments to date and to capture the opportunity offered by state policymakers' growing interest in this area. We are persuaded

We seek to deepen understanding of critical issues facing the state and to frame effective solutions.

that our work, and that of our partners, is proving both timely and valuable as education leaders come to understand the important role that academically rigorous CTE can play to address the dropout crisis and to ensure that we are preparing our youth for success in college and career.

And in **California Perspectives**, we worked with four other major California foundations to lay the groundwork for California Forward, a new entity that will focus on structural reform in the governance and fiscal management of our state. This venture's formal launch took place in March 2008 and came at an opportune time, as the state's ballooning budget deficit highlighted the inadequacy of the state budget process.

These were just some of the highlights from 2007. In the pages that follow, we describe other important achievements and provide a comprehensive listing of our grants in 2007. But as we assess our impact as an institution, we look beyond the outcomes of our grantmaking to other ways that Irvine can advance our mission. Our 2007 Annual Performance Report, available on our Web site at www.irvine.org, was created with this idea in mind and serves as an important companion piece to this Annual Report for anyone interested in a more analytical assessment of the Foundation's progress for the year.

From my perspective, several important issues stand out in reflecting upon our work in 2007:

Building the capacity of Irvine's grantees remains a core strategy of our grantmaking.

Irvine has long been committed to building organizational capacity among its grantees. What is becoming more apparent in recent years, however, is the value of building grantee capacity that will endure well beyond Irvine's investment. Through initiatives such as the Arts Regional Initiative, Community

Foundations Initiative II and Communities Advancing the Arts, we have focused on helping our grantees move to the next level of their organizational development, including ensuring that they are building sustainable revenue streams that will help them continue their progress long after Irvine has concluded its funding.

Our aspiration to provide leadership as a foundation requires significant time investment.

In recent years, we have sought to use our role as the largest multipurpose private foundation that focuses solely on California to deepen understanding of critical issues facing the state and frame effective solutions. This work remains important, but it requires a significant investment of time by our staff – in building alliances with like-minded organizations, assisting grantees in a way that is genuine and value-added, and advancing the approaches we believe are necessary. This work is additive to our core responsibilities as a grantmaker, but I am persuaded that our impact is extended and enhanced by the selective pursuit of leadership opportunities.

Disseminating lessons and results must remain a key priority for Irvine.

We have aspired to be a transparent and accountable grantmaker, and in 2007, we continued our efforts in this regard. It was the first year in which we were able to gather data about initiatives launched under our current program directions, which were established in 2004. Results of five program evaluations were disseminated in 2007, so that our grantees and others can build on what we've learned. In disseminating these results, we consider the audiences we wish to target, and develop materials that are practical and accessible. This work has strengthened our conviction that philanthropy has an obligation to transparency and accountability.

We remain committed to seeking the right balance between demonstrating consistency and staying power on the issues we work on while remaining attuned to the ever-shifting external environment.

Each of these observations about our work in 2007 represents a continuation of themes and priorities from previous years, and we remain committed to seeking the right balance between demonstrating consistency and staying power on the issues we work on while remaining attuned to the ever-shifting external environment and what that suggests about our activities.

As I write this, I have passed the five-year mark as CEO, and I continue to be humbled and inspired by the creativity, dedication and sheer hard work of the many partners we are privileged to support, thanks to the foresight and generosity of our founder. I have often observed what a privilege it is to be associated with a philanthropic institution, and that fact remains as true today as it has ever been.

Sincerely,

A handwritten signature in black ink, appearing to read 'James E. Canales', with a large, stylized initial 'J'.

James E. Canales
President and Chief Executive Officer

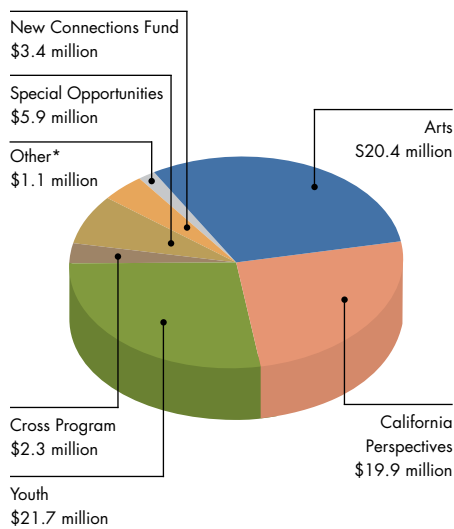
August 2008

THE JAMES IRVINE FOUNDATION 2007 GRANTS

In 2007, the Foundation approved 321 grants totaling \$74.7 million, the largest amount in Irvine's history.

2007 GRANTS ALLOCATION

Foundation Total \$74.7 million



*Includes memberships, sponsorships and discretionary grants.

On the pages that follow, we present a detailed list of these grants, in four sections:

- Grants in our core program areas: Arts, California Perspectives and Youth
- Cross-Program grants that relate to the goals of two or more programs or to the Foundation's cross-cutting principles
- Grants in our New Connections Fund, a pilot program for small and midsize organizations that has since been redesigned
- Grants to intermediary organizations that regrant Irvine dollars to other nonprofit organizations in their local communities

For current information on our grantmaking programs, priorities and funding guidelines, please visit our Web site, www.irvine.org.

GRANTSEEKER GUIDELINES

The James Irvine Foundation makes grants to a wide variety of nonprofit organizations, most of which receive funding through our three core grantmaking programs: Arts, California Perspectives, and Youth.

The Foundation primarily makes grants to organizations that are tax-exempt under section 501(c)(3) of the Internal Revenue Code. In addition, by provision of James Irvine's Indenture of Trust, which established the Foundation in 1937, we are restricted to making grants to programs and organizations that directly benefit the people of California. The trust also stipulated that grants from the Foundation "shall be used for such charities as do not enjoy substantial support through taxation." Based on this restriction, we refrain from making grants to public agencies or organizations that receive more than 50 percent of their revenue from government sources.

For current information about our grantmaking guidelines, please visit our Web site at www.irvine.org.

Highlights of 2007

- In June, our Board of Directors approved a second round of funding through Irvine's Artistic Innovation Fund to encourage innovation among California's premier arts and cultural institutions. The \$3.8 million in grants went to five organizations in San Francisco, Berkeley and Los Angeles.
- In October, we expanded our Arts Regional Initiative to the Central Valley, awarding \$4.1 million in grants to strengthen 15 leading arts institutions in the region. The initiative started in the Inland Empire in 2006, and a third round will focus on the Central Coast in 2008.
- Irvine led a group of 26 public and private funders to establish the California Cultural Data Project, a statewide effort to streamline the grant application process and collect valuable data about the arts and cultural sector. The project's Web site was launched in January 2008.

2007

ARTS

GOAL AND PRIORITIES

The goal of the Arts program is to promote a vibrant and inclusive artistic and cultural environment in California. A healthy arts environment depends on the existence of strong arts organizations, a productive artistic and creative community, and the engagement of a broad cross section of Californians.

Our Arts program focuses on the following areas of grantmaking:

- **Artistic creativity:** Promote the creation and reinterpretation of art and infuse the arts field with new ideas and methods of creative expression.
- **Cultural participation:** Support the active engagement of Californians from all socioeconomic and ethnic backgrounds with quality art from a variety of sources and cultures.
- **Arts leadership:** Foster an environment in which arts and culture flourish in California through leading arts organizations.

In 2007, the Arts program awarded 80 grants totaling \$20.4 million.

Artistic Creativity

Promote the creation and reinterpretation of art and infuse the arts field with new ideas and methods of creative expression.

18TH STREET ARTS CENTER

SANTA MONICA

For strategic and business planning for a capital facility redevelopment project.

\$35,000 / 6 months

ALI AKBAR COLLEGE OF MUSIC

SAN RAFAEL

For the preservation of the Ali Akbar College of Music audio collection.

\$150,000 / 24 months



ALLIANCE FOR CALIFORNIA

TRADITIONAL ARTS

FRESNO

For the “Living Cultures” grants program, providing support to California-based folk and traditional arts projects.

\$50,000 / 6 months

ALLIANCE FOR CALIFORNIA

TRADITIONAL ARTS

FRESNO

To strengthen the capacity of the folk and traditional arts field and to support regranteeing for apprenticeships and projects in California.

\$750,000 / 42 months

THE AMERICAN CONSERVATORY

THEATER FOUNDATION

SAN FRANCISCO

For an executive search for the position of General Manager.

\$50,000 / 6 months

THE CREATIVE CAPITAL FOUNDATION

NEW YORK, N.Y.

To support the work of California artists through a venture capital fund for innovative and relevant projects.

\$300,000 / 36 months

FILM INDEPENDENT

LOS ANGELES

To support “Project:Involve,” an artist-development program for talented, underrepresented filmmakers.

\$150,000 / 36 months

LINES CONTEMPORARY BALLET

SAN FRANCISCO

For the creation of two world premiere works annually and to support dancer salaries.

\$300,000 / 36 months

LOS CENZONTLES MEXICAN ARTS CENTER

SAN PABLO

For the “Living Traditions: Next Steps” project, including the creation of new musical works that expand upon traditional Mexican music and related performances in underserved communities throughout California.

\$225,000 / 36 months

MONTALVO ASSOCIATION

SARATOGA

For a series of external expert panels and facilitated dialogues with key constituents on cultural change to inform a comprehensive strategic-planning process and new program directions.

\$28,000 / 6 months

OAKLAND EAST BAY SYMPHONY

OAKLAND

For “California Vistas: New Composers, New Genres, New Works,” a statewide initiative to commission new works from California composers who have not yet written for, or had a work performed by, a professional orchestra.

\$350,000 / 48 months

ODYSSEY THEATRE FOUNDATION

LOS ANGELES

To create and produce two new works of theater through an ensemble-based play development process.

\$100,000 / 30 months

PLAYWRIGHTS PROJECT

SAN DIEGO

To support staff restructuring, long-range organizational planning and leadership transition.

\$80,000 / 24 months

SAN DIEGO REPERTORY THEATRE

SAN DIEGO

For a strategic and financial planning process with related marketing and development assistance.

\$110,000 / 12 months

SAN FRANCISCO BALLET ASSOCIATION

SAN FRANCISCO

To commission 10 new ballets in celebration of the company’s 75th anniversary.

\$100,000 / 6 months

THE SUNDANCE INSTITUTE

BEVERLY HILLS

For the New Frontier Initiative, providing support to emerging independent artists to expand the diversity and creative boundaries of the next generation of independent filmmaking.

\$600,000 / 36 months

WALTER AND ELISE HAAS FUND

SAN FRANCISCO

For regranting support for the Creative Work Fund, to foster the creation of new art works through collaborations between individual artists and organizations.

\$600,000 / 36 months

YOUTH SPEAKS

SAN FRANCISCO

To support the commissioning and presentation of new work through The Living Word Project and for organizational capacity building.

\$300,000 / 36 months

ZEROONE: THE ART AND TECHNOLOGY NETWORK

SAN JOSE

To support “Intersections,” a commissioning program for California artists to create innovative works using new technologies.

\$200,000 / 18 months

Cultural Participation

Support the active engagement of Californians from all socioeconomic and ethnic backgrounds with quality art from a variety of sources and cultures.

AMERICAN FRIENDS SERVICE COMMITTEE

SAN FRANCISCO

For the presentation and assessment of the fifth Tamejavi Festival, promoting the cultural traditions and interactions between diverse immigrant communities in the Central Valley.

\$150,000 / 24 months

CALIFORNIA ALLIANCE FOR ARTS EDUCATION

PASADENA

For implementation of a statewide media campaign to promote arts education and for core support.

\$500,000 / 36 months

COMMUNITY TECHNOLOGY FOUNDATION OF CALIFORNIA

SAN FRANCISCO

For a multimedia project designed to build stronger communities through youth-based and intergenerational programs.

\$300,000 / 24 months

COMMUNITY YOUTH PERFORMING ARTS CENTER

SANTA BARBARA

For “Viva El Arte De Santa Barbara!,” a series of culturally relevant performing arts residencies designed to reach the traditionally underserved Spanish-speaking communities of Santa Barbara County.

\$225,000 / 36 months

THE CONTEMPORARY JEWISH MUSEUM

SAN FRANCISCO

For a three-year Family Outreach Initiative, to include targeted marketing, subsidized admission and expanded programming intended to reach diverse Bay Area families.

\$125,000 / 36 months

EAST BAY CENTER FOR THE PERFORMING ARTS

RICHMOND

For the expansion of the Diploma Initiative, a comprehensive multicultural arts and civic-leadership training program for traditionally underserved youth in Richmond.

\$300,000 / 36 months



FORD THEATRE FOUNDATION

LOS ANGELES

For the Community Bridges Program, an outreach and audience-development initiative, to increase participation of traditionally underserved communities in the performing arts.

\$375,000 / 36 months

FOUNDATION FOR WORLD ARTS

LOS ANGELES

For the planning and implementation of the 2008 World Festival of Sacred Music – Los Angeles.

\$120,000 / 18 months

GRAND PERFORMANCES

LOS ANGELES

To present artists from Latin America and Central/Eastern Asia, as part of Grand Performances’ free summer season.

\$300,000 / 36 months

KRONOS PERFORMING ARTS ASSOCIATION

SAN FRANCISCO

For the California Performances and Residencies Initiative, a statewide touring program to underserved regions throughout California.

\$300,000 / 36 months

L.A. FREEWAVES

LOS ANGELES

To support the Freewaves new media arts festival and for an online archive expansion.

\$75,000 / 36 months

LATINO THEATER COMPANY

LOS ANGELES

For the Face-of-the-World Stage Festival, the inaugural performing arts season of the newly renovated Los Angeles Theater Center.

\$30,000 / 6 months

LOS ANGELES MASTER CHORALE ASSOCIATION

LOS ANGELES

To support a strategic-planning process.

\$35,000 / 6 months

MUSEUM OF CONTEMPORARY ART SAN DIEGO

LA JOLLA

For the development of a long-range strategic plan and short-term operational plan.

\$50,000 / 9 months

ORANGE COUNTY PERFORMING ARTS CENTER

COSTA MESA

To support “Fall for Dance,” a four-day festival showcasing 12 diverse dance companies, including four California-based companies.

\$150,000 / 6 months

OTIS ART INSTITUTE

LOS ANGELES

For a comprehensive strategic-planning process.

\$50,000 / 15 months

RADIO BILINGÜE

FRESNO

To support “Raíces: Art Moments on Radio,” broadcasting Spanish-language radio features on multicultural traditional arts in California, and for technology upgrades.

\$300,000 / 36 months

SAN DIEGO MUSEUM OF ART

SAN DIEGO

For a comprehensive strategic-planning process.

\$50,000 / 9 months

SAN FRANCISCO CHANTICLEER

SAN FRANCISCO

To extend Chanticleer’s education programs and concert performances to the Central Coast region of California.

\$70,000 / 30 months

SAN FRANCISCO COMMUNITY MUSIC CENTER

SAN FRANCISCO

For the Mission District Young Musicians Program, providing music education for low-income, ethnically diverse high school students.

\$150,000 / 36 months

SANTA ROSA SYMPHONY ASSOCIATION

SANTA ROSA

For an audience development initiative to engage broader and more diverse audiences in the work of the orchestra.

\$150,000 / 36 months

SHAKESPEARE FESTIVAL LA

LOS ANGELES

For the development of a business plan and related market research.

\$35,000 / 6 months



SMALL PRESS DISTRIBUTION

BERKELEY

To support “Getting the Word Out,” a data and distribution project using new technologies to increase access to California writers and literary publishers.

\$50,000 / 18 months

TEATRO VISION

SAN JOSE

To implement a new marketing and audience-development plan.

\$275,000 / 36 months

Arts Leadership

Foster an environment in which arts and culture flourish in California through leading arts organizations.

ARTISTIC INNOVATION FUND

Support the state’s premier cultural institutions as they advance their artistic vision and deliver innovative, aspirational programming.

BERKELEY REPERTORY THEATRE

BERKELEY

To develop and implement a model of innovative programming to increase access, interactivity and engagement opportunities for new audiences.

\$750,000 / 36 months

CORPORATION OF THE FINE ARTS MUSEUMS

SAN FRANCISCO

For the support of “Cultural Encounters,” a series of constituency engagement programs that includes artists residencies and a commissioning program.

\$750,000 / 36 months



EMCARTS

NEW YORK, N.Y.

To conduct an evaluation of Irvine’s Artistic Innovation Fund that maximizes learning and contributes knowledge about innovation in the arts through research and documentation.

\$600,000 / 24 months

LOS ANGELES PHILHARMONIC ASSOCIATION

LOS ANGELES

To support a three-year series of concerts and events titled “Seasonal Platforms.”

\$900,000 / 36 months

PERFORMING ARTS CENTER OF LOS ANGELES COUNTY

LOS ANGELES

To validate and profile informal art-making activities via “Active Arts” participatory programs.

\$800,000 / 36 months

SAN FRANCISCO MUSEUM OF MODERN ART

SAN FRANCISCO

To develop, implement and evaluate an innovative hybrid of contemporary art, technology and public programs.

\$600,000 / 24 months

FOUNDATION-ADMINISTERED PROJECT

SAN FRANCISCO

To provide technical assistance and networking opportunities for grantees funded in the Artistic Innovation Fund.

\$18,088 / 1 month

ARTS REGIONAL INITIATIVE

Improve the financial sustainability, management, governance and growth capacity of leading arts organizations outside of the cities of Los Angeles, San Francisco and San Diego.

BAKERSFIELD ART FOUNDATION

BAKERSFIELD

To improve organizational financial stability, management, governance and growth capacity.

\$250,000 / 36 months

BAKERSFIELD CIVIC LIGHT OPERA ASSOCIATION

(D/B/A BAKERSFIELD MUSIC THEATRE)

BAKERSFIELD

To improve organizational financial stability, management, governance and growth capacity.

\$225,000 / 36 months

CENTRAL VALLEY CENTER FOR THE ARTS

MODESTO

To improve organizational financial stability, management, governance and growth capacity.

\$300,000 / 36 months

CROCKER ART MUSEUM ASSOCIATION

SACRAMENTO

To improve organizational financial stability, management, governance and growth capacity.

\$325,000 / 36 months

FRESNO ART MUSEUM

FRESNO

To improve organizational financial stability, management, governance and growth capacity.

\$275,000 / 36 months

FRESNO INTERNATIONAL GRAND OPERA

FRESNO

To conduct an external financial audit.

\$9,000 / 6 months

FRESNO INTERNATIONAL GRAND OPERA

FRESNO

To improve organizational financial stability, management, governance and growth capacity.

\$275,000 / 36 months

FRESNO PHILHARMONIC ASSOCIATION

FRESNO

To improve organizational financial stability, management, governance and growth capacity.

\$250,000 / 36 months

THE LAGUNA PLAYHOUSE

LAGUNA BEACH

For an executive search for the position of Managing Director.

\$20,000 / 6 months

MAGIC CIRCLE THEATRE

ROSEVILLE

To improve organizational financial stability, management, governance and growth capacity.

\$200,000 / 36 months

MODESTO SYMPHONY ORCHESTRA

MODESTO

To improve organizational financial stability, management, governance and growth capacity.

\$250,000 / 36 months

SACRAMENTO BALLET ASSOCIATION

SACRAMENTO

To improve organizational financial stability, management, governance and growth capacity.

\$325,000 / 36 months



SACRAMENTO OPERA COMPANY

SACRAMENTO

To improve organizational financial stability, management, governance and growth capacity.

\$250,000 / 36 months

SACRAMENTO PHILHARMONIC ORCHESTRA ASSOCIATION

SACRAMENTO

To improve organizational financial stability, management, governance and growth capacity.

\$325,000 / 36 months

SAN JOAQUIN PIONEER AND HISTORICAL SOCIETY

STOCKTON

To improve organizational financial stability, management, governance and growth capacity.

\$275,000 / 36 months

SIERRA REPERTORY THEATRE

SONORA

To improve organizational financial stability, management, governance and growth capacity.

\$275,000 / 36 months

STOCKTON SYMPHONY ASSOCIATION

STOCKTON

To improve organizational financial stability, management, governance and growth capacity.

\$300,000 / 36 months

TCC GROUP

NEW YORK, N.Y.

To provide technical assistance in implementing the Arts Regional Initiative, an initiative to build the capacity of regional arts organizations in Southern California, the Central Valley and Central Coast.

\$675,000 / 12 months

Special Projects

ASSOCIATION OF CALIFORNIA SYMPHONY ORCHESTRAS

SACRAMENTO

For professional development, advocacy, peer communications and convenings.

\$60,000 / 24 months

CALIFORNIA ASSOCIATION OF MUSEUMS

SANTA CRUZ

For professional development, peer communications and conferences.

\$50,000 / 24 months

CALIFORNIA PRESENTERS

SACRAMENTO

For professional development, networking, communications and regrating through the New Works Tour Support Program.

\$40,000 / 24 months

JAPANESE AMERICAN CULTURAL AND COMMUNITY CENTER

LOS ANGELES

To restore and enhance the James Irvine Japanese Garden.

\$500,000 / 24 months

LA STAGE ALLIANCE

LOS ANGELES

For advocacy, professional and leadership development, peer communications and convenings.

\$60,000 / 24 months

THE PEW CHARITABLE TRUSTS

PHILADELPHIA, PENN.

To establish the California Cultural Data Project, an online data-collection tool serving California's cultural sector.

\$1,000,000 / 36 months

THEATRE BAY AREA

SAN FRANCISCO

For professional development, advocacy, peer communications and convenings.

\$60,000 / 24 months

VALLEY VISION

SACRAMENTO

To identify a unified vision, funding strategy and implementation plan to support region-wide civic amenities.

\$35,000 / 12 months

VENTURA COUNTY COMMUNITY FOUNDATION

CAMARILLO

For a research project to assess the scope and size of arts organizations, participants and community groups in Ventura County.

\$40,000 / 7 months

FOUNDATION-ADMINISTERED PROJECT

SAN FRANCISCO

To support financial analysis and related technical assistance for nonprofit arts organizations as a precautionary measure against fiscal crisis.

\$12,177 / 12 months

COMMUNITIES

ADVANCING THE ARTS

Increase individual giving to the arts and build the ability of participating community foundations to galvanize support for and lead the arts sector in their regions.

CALIFORNIA COMMUNITY FOUNDATION

LOS ANGELES

For a regrating and donor-development initiative to increase arts-related philanthropy within Los Angeles County.

\$500,000 / 36 months

WILLIAMS GROUP

GRAND RAPIDS, MICH.

To document and disseminate lessons and resources generated through the Communities Advancing the Arts initiative.

\$129,000 / 7 months

80 GRANTS TOTALING \$20,351,265

Highlights of 2007

- Irvine joined with four other major California foundations to create California Forward, a bipartisan effort to promote structural reforms in the governance and fiscal management of California. The effort was officially launched in March 2008, with \$16 million in total funding.
- In July, we announced the six 2007 recipients of The James Irvine Foundation Leadership Awards, which annually recognize Californians who are advancing innovative and effective solutions to significant issues for the state's future.
- In October, we released preliminary results from our California Votes Initiative, a multiyear effort to encourage higher voter participation among infrequent voters in the San Joaquin Valley and Southern California counties of Los Angeles, Orange, Riverside and San Bernardino.

CALIFORNIA PERSPECTIVES

GOAL AND PRIORITIES

The goal of the California Perspectives program is to improve decision making on significant state issues by informing public understanding, promoting broader civic participation and encouraging more effective state governance.

Our California Perspectives program focuses on the following areas of grantmaking:

- **Infusing new ideas and perspectives for effective governance:** Improve the responsiveness and effectiveness of state and local governments through the development and dissemination of promising governance reforms.
- **Mobilizing Californians:** Foster involvement of under-represented communities in public decision making and increase rates of voter participation.
- **Informing Californians:** Improve public understanding about significant state issues and highlight solutions to important public concerns.
- **The James Irvine Foundation Leadership Awards:** Recognize California leaders who are advancing innovative and effective solutions to significant state issues.

In 2007, the California Perspectives program awarded 63 grants totaling \$19.9 million.

2007

Infusing New Ideas and Perspectives for Effective Governance

Improve the responsiveness and effectiveness of state and local governments through the development and dissemination of promising governance reforms.

COMMON CAUSE EDUCATION FUND

LOS ANGELES

To promote election practices that foster strong voter participation.

\$100,000 / 12 months

THE COMMONWEALTH CLUB OF CALIFORNIA

SAN FRANCISCO

To support California Forward, a project of The Commonwealth Club, to advance governance and fiscal reforms through policy development, public education and outreach.

\$6,000,000 / 36 months



INSTITUTE FOR LOCAL GOVERNMENT

SACRAMENTO

To provide information and assistance to local governments so as to promote more inclusive governing processes.

\$250,000 / 24 months

NEW CALIFORNIA NETWORK

SACRAMENTO

To document and disseminate information on best practices in state budgeting and fiscal management and recommend options for California.

\$150,000 / 12 months

Mobilizing Californians

Foster involvement of underrepresented communities in public decision making and increase rates of voter participation.

AMERICAN INSTITUTE FOR SOCIAL JUSTICE

WASHINGTON, D.C.

To engage low-income communities in Fresno and San Bernardino counties in dialogues with public officials on education, land use and affordable housing issues.

\$100,000 / 12 months

ASIAN LAW CAUCUS

SAN FRANCISCO

To facilitate opportunities for low-income and immigrant Asian Pacific Americans to discuss community concerns with state and local public officials.

\$300,000 / 24 months

CALIFORNIA YOUTH CONNECTION

SAN FRANCISCO

To facilitate opportunities for current and former foster youth to engage in policy discussions related to the foster care system.

\$200,000 / 24 months

CENTER FOR COMMUNITY ADVOCACY

SALINAS

To facilitate dialogues between farmworkers and other Monterey County and Santa Cruz County residents and public officials on issues of concern.

\$200,000 / 24 months

CENTER ON POLICY INITIATIVES

SAN DIEGO

To facilitate the participation of low-income communities in decision-making processes related to land use and economic development in San Diego.

\$300,000 / 24 months

CENTER ON RACE POVERTY & THE ENVIRONMENT

SAN FRANCISCO

For strategic planning.

\$35,000 / 9 months

CENTER ON RACE POVERTY & THE ENVIRONMENT

SAN FRANCISCO

To provide opportunities for low-income communities in Kern, Kings and Tulare counties to effectively participate in decision making on environmental health, land use and public infrastructure issues.

\$300,000 / 24 months

COALITION LA

LOS ANGELES

To engage low-income residents in dialogues with public officials on issues such as affordable housing and green space.

\$100,000 / 24 months

COMMUNITY COALITION FOR SUBSTANCE ABUSE PREVENTION & TREATMENT

LOS ANGELES

For executive coaching and leadership development activities.

\$15,000 / 6 months

COMMUNITY COALITION FOR SUBSTANCE ABUSE PREVENTION & TREATMENT

LOS ANGELES

To facilitate dialogues between low-income residents in South Los Angeles and public officials on neighborhood safety and policies for land use and economic development.

\$300,000 / 24 months

COFEM

LOS ANGELES

For support of *Consejo de Federaciones Mexicanas en Norte América*, to engage Latino immigrants residing in Los Angeles, Riverside and San Bernardino counties in state and local policymaking on education, health and other policy issues.

\$375,000 / 36 months

CRYSTAL STAIRS

LOS ANGELES

To facilitate opportunities for low-income parents in Los Angeles to engage with public officials on quality child care issues.

\$200,000 / 24 months

L.A. VOICE

LOS ANGELES

To provide opportunities for low-income residents in Los Angeles to connect to public officials on safety issues affecting their communities.

\$80,000 / 24 months

LEADERSHIP EDUCATION FOR ASIAN PACIFICS

LOS ANGELES

To promote and strengthen Asian Pacific American civic engagement in California through leadership development, policy analysis and communications strategies.

\$275,000 / 24 months

LIBERTY HILL FOUNDATION

SANTA MONICA

For executive transition activities, including executive training, board development and an institutional research scan.

\$42,500 / 6 months

LIBERTY HILL FOUNDATION

SANTA MONICA

To support community-based civic engagement activities through regranteeing and capacity-building assistance.

\$1,000,000 / 24 months

LOS ANGELES ALLIANCE FOR A NEW ECONOMY

LOS ANGELES

To involve low-income communities in land use and economic development decision making in Los Angeles County.

\$300,000 / 24 months

PARTNERSHIP FOR WORKING FAMILIES

OAKLAND

To facilitate the participation of low-income communities in decision-making processes related to land use and economic development in Orange County.

\$100,000 / 24 months



PEOPLE AND CONGREGATIONS TOGETHER FOR STOCKTON

STOCKTON

To facilitate dialogues between San Joaquin County residents and public officials on issues of concern.

\$90,000 / 24 months

SAJE (STRATEGIC ACTIONS FOR A JUST ECONOMY)

LOS ANGELES

To foster the participation of low-income residents in local government policymaking related to housing and community planning.

\$200,000 / 24 months

TCC GROUP

NEW YORK, N.Y.

To manage an organizational capacity-building initiative among grantees that seek to promote civic engagement in underrepresented communities.

\$1,700,000 / 48 months

UNIVERSITY OF SOUTHERN CALIFORNIA

LOS ANGELES

To conduct a leadership institute for African American clergy focused on enhancing civic participation among Los Angeles congregations.

\$600,000 / 36 months

UNSTRUNG BOW SPIRITUAL RETREAT & COMPASSIONATE MISSION MINISTRIES (D/B/A RELATIONAL CULTURE INSTITUTE)

FRESNO

To facilitate dialogues between Bakersfield and Visalia residents and public officials on issues of concern.

\$200,000 / 24 months

URBAN HABITAT PROGRAM

OAKLAND

To facilitate opportunities for Richmond residents to engage with public officials on land use and economic development policies.

\$100,000 / 12 months

**VENTURA COUNTY
COMMUNITY FOUNDATION**

CAMARILLO

To support the Social Justice Fund for Ventura County.

\$200,000 / 36 months

WORKING PARTNERSHIPS USA

SAN JOSE

To include low-income communities in Santa Clara County in policymaking on transit, housing and other issues.

\$400,000 / 24 months

CALIFORNIA VOTES INITIATIVE
Increase voter participation among infrequent voters in the San Joaquin Valley and the Southern California counties of Los Angeles, Orange, Riverside and San Bernardino.

**ASIAN PACIFIC AMERICAN LEGAL CENTER
OF SOUTHERN CALIFORNIA**

LOS ANGELES

To conduct nonpartisan voter education and mobilization activities directed to low-propensity Asian American voters in Los Angeles County.

\$325,000 / 24 months

**CALIFORNIA PUBLIC INTEREST
RESEARCH GROUP EDUCATION FUND**

LOS ANGELES

To conduct nonpartisan voter education and mobilization activities directed to low-propensity voters at four community college campuses in Los Angeles County.

\$225,000 / 24 months

**CALIFORNIA STATE UNIVERSITY,
EAST BAY FOUNDATION**

HAYWARD

To conduct an evaluation of the California Votes Initiative, a multiyear project to improve voter participation among low-income and ethnic voters in the Central Valley and Southern California.

\$435,000 / 24 months

**CENTER FOR COMMUNITY ACTION
AND ENVIRONMENTAL JUSTICE**

RIVERSIDE

To conduct nonpartisan voter education and mobilization activities directed to low-propensity voters in Riverside and San Bernardino counties.

\$325,000 / 24 months

**CENTRAL AMERICAN RESOURCE CENTER
(CARECEN) OF CALIFORNIA**

LOS ANGELES

To conduct nonpartisan voter education and mobilization activities directed to low-propensity Latino voters in the Pico Union, Westlake and Koreatown neighborhoods of Los Angeles.

\$200,000 / 24 months

NALEO EDUCATIONAL FUND

LOS ANGELES

To conduct nonpartisan voter education and mobilization activities directed to low-propensity Latino voters in Kern, Fresno, Los Angeles, Orange, Riverside and San Bernardino counties.

\$400,000 / 24 months



**ORANGE COUNTY ASIAN PACIFIC
ISLANDER COMMUNITY ALLIANCE**

GARDEN GROVE

To conduct nonpartisan voter education and mobilization activities directed to low-propensity Asian American voters in Orange, Riverside and San Bernardino counties.

\$300,000 / 24 months

**STRATEGIC CONCEPTS IN ORGANIZING
AND POLICY EDUCATION**

LOS ANGELES

To conduct nonpartisan voter education and mobilization activities directed to low-propensity voters in South Los Angeles.

\$350,000 / 24 months

FOUNDATION-ADMINISTERED PROJECT

SAN FRANCISCO

To support communications assistance and legal advice for grantee organizations associated with the California Votes Initiative.

\$67,762 / 12 months

Informing Californians
Improve public understanding about significant state issues and highlight solutions to important public concerns.

**THE COMMONWEALTH CLUB
OF CALIFORNIA**

SAN FRANCISCO

To explore potential strategies, in partnership with news media representatives, to improve media coverage of state policy issues.

\$112,000 / 8 months

**THE COMMONWEALTH CLUB
OF CALIFORNIA**

SAN FRANCISCO

To plan for the California Media Collaborative, a partnership effort with news organizations to improve coverage of California policy issues.

\$36,000 / 3 months

**LEAGUE OF WOMEN VOTERS
OF CALIFORNIA EDUCATION FUND**

SACRAMENTO

To support the development and dissemination of the Easy Voter Guide, which provides nonpartisan, user-friendly information on election issues.

\$400,000 / 24 months

PUBLIC POLICY INSTITUTE OF CALIFORNIA

SAN FRANCISCO

To support a set of organizational development and evaluation activities.

\$100,000 / 18 months

RADIO BILINGÜE

FRESNO

To report on environmental and other policy issues from the Central Valley and to connect listeners to related civic engagement opportunities.

\$450,000 / 36 months

**REGENTS OF THE
UNIVERSITY OF CALIFORNIA**

OAKLAND

To conduct a survey and interviews with California journalists regarding a professional enhancement program in public affairs journalism.

\$65,000 / 3 months

**REGENTS OF THE
UNIVERSITY OF CALIFORNIA**

OAKLAND

To plan for a professional enhancement program in public affairs journalism for reporters and editors of the California news media.

\$125,000 / 6 months

Special Projects

NALEO EDUCATIONAL FUND

LOS ANGELES

To promote and facilitate applications for citizenship among legal permanent residents in Los Angeles, Orange, Riverside, San Bernardino and Ventura counties.

\$50,000 / 6 months

**THE JAMES IRVINE FOUNDATION
LEADERSHIP AWARD RECIPIENTS**

**Recognize California leaders
who are advancing innovative
and effective solutions to
significant state issues.**

**PASADENA PLAYHOUSE STATE
THEATER OF CALIFORNIA**

AWARD RECIPIENT: SHELDON EPPS

PASADENA

To support theatrical productions and strengthen institutional capacity.

\$125,000 / 12 months

RIVER PARTNERS

**AWARD RECIPIENTS: JOHN CARLON AND
TOM GRIGGS**

CHICO

To incubate river restoration and wildlife preservation projects in the Central Valley.

\$125,000 / 12 months

SOLEDAD ENRICHMENT ACTION

AWARD RECIPIENT: CESAR CALDERON

LOS ANGELES

To enhance programs for at-risk high school students.

\$125,000 / 12 months

SUSTAINABLE CONSERVATION

AWARD RECIPIENT: ASHLEY BOREN

SAN FRANCISCO

To support watershed protection and the Climate Change Agricultural Initiative.

\$125,000 / 12 months

VAUGHN NEXT CENTURY LEARNING CENTER

AWARD RECIPIENT: YVONNE CHAN

SAN FERNANDO

To enhance educational programming for high school students.

\$125,000 / 12 months

Note: In addition to the preceding recipients, there were six finalists for the 2007 James Irvine Foundation Leadership Awards. Each finalist's organization received a \$25,000 grant, for a total of \$150,000 in grants.

FOUNDATION-ADMINISTERED PROJECT

SAN FRANCISCO

To select and recognize California leaders, and to promote effective solutions to critical issues for California's future, through The James Irvine Foundation Leadership Awards.

\$173,462 / 12 months



THE JAMES IRVINE FOUNDATION
LEADERSHIP AWARD
COMMUNICATIONS FUND

ASPIRE PUBLIC SCHOOLS

OAKLAND

To communicate with public officials about effective educational practices and related policy issues, with a focus on schools in the Central Valley.

\$150,000 / 18 months

HEAL THE BAY

SANTA MONICA

To work with public officials and other key stakeholders in crafting and implementing solutions to beach water quality problems in California.

\$150,000 / 24 months

LENDERS FOR COMMUNITY DEVELOPMENT

SAN JOSE

To promote microfinance as an effective strategy to reduce poverty among low-income Californians.

\$300,000 / 36 months

THE W. HAYWOOD BURNS INSTITUTE

SAN FRANCISCO

To work with key stakeholders in eight counties to encourage systems changes that reduce disproportionate minority confinement in the juvenile justice system.

\$200,000 / 24 months

CALIFORNIA PERSPECTIVES:

63 GRANTS TOTALING \$19,926,724



Highlights of 2007

- During the year, we intensified our focus on the “multiple pathways” approach, expanding a statewide network of model programs to test and demonstrate the approach, and building bridges between secondary and postsecondary education through a \$4.4 million grant to expand “dual enrollment” programs in California.
- By sponsoring high-profile meetings, such as the Governor’s historic summit on career and technical education and a series of roundtable discussions among the state’s urban mayors, Irvine promoted dialogue among key policymakers on the major education issues facing California.
- New research commissioned by Irvine and our funding partners included studies of California’s high school drop-out rate and policy analysis for the state’s community colleges. This research contributed significantly to existing knowledge and informed discussions among education leaders and other key stakeholders.

2007

YOUTH

GOAL AND PRIORITIES

The goal of the Youth program is to increase the number of low-income youth in California who complete high school on time and attain a postsecondary credential by the age of 25.

The Youth program focuses primarily on one area of grantmaking:

- **Academically rigorous career and technical education:** Promote educational models of schooling that blend academics and technical training, and connect students to authentic work-place learning.

In 2007, the Youth program also made grants in another area: improving instruction and support services, such as counseling and tutoring, in high schools and community colleges. However, the Youth program is no longer making grants in this area, unless it is part of our focus on academically rigorous career and technical education.

In 2007, the Youth program awarded 50 grants totaling \$21.7 million.

Academically Rigorous Career and Technical Education

Promote educational models of schooling that blend academics and technical training, and connect students to authentic work-place learning.

THE ACME NETWORK

LOS ANGELES

To increase access to a broad spectrum of careers in arts, media and entertainment for low-income and diverse youth in California.

\$400,000 / 24 months

THE ACME NETWORK

LOS ANGELES

For strategic planning and board development.

\$40,000 / 6 months

AICCU RESEARCH FOUNDATION

SACRAMENTO

To support the Alliance for Regional Collaboration to Heighten Educational Success to develop an organizational strategic plan and to promote regional educational collaboratives in the Sacramento region and Los Angeles and Riverside counties.

\$150,000 / 9 months

ARCHITECTURAL FOUNDATION OF SAN FRANCISCO

SAN FRANCISCO

For development and dissemination of curriculum materials for community-based projects to build educational pathways in architecture and environmental design.

\$35,000 / 6 months

BIOTECH PARTNERS

BERKELEY

To increase the number of low-income and underrepresented youth who consider careers in the field of biotechnology.

\$200,000 / 24 months

CABRILLO COLLEGE FOUNDATION

APTOS

To prepare for the statewide replication of an accelerated remediation program serving underprepared California community college students.

\$400,000 / 30 months

THE CALIFORNIA STATE LIBRARY FOUNDATION

SACRAMENTO

To conduct a study examining the relationship between California and its regional economies and the career preparation options of public school students.

\$120,000 / 12 months

CENTER FOR COLLABORATIVE EDUCATION

BOSTON, MASS.

To launch a network of small college and career-focused high schools in the Belmont Pico-Union neighborhood of Los Angeles.

\$475,000 / 12 months

COMMUNITY COLLEGE LEAGUE OF CALIFORNIA

SACRAMENTO

To support the California EDGE Campaign, a broad-based coalition of business, labor and education leaders, which seeks to promote policy reforms for integrated academic and career pathways in community colleges.

\$250,000 / 24 months

COMMUNITY DEVELOPMENT TECHNOLOGIES CENTER

LOS ANGELES

For a planning grant to develop a comprehensive career-technical education program at a Los Angeles high school.

\$150,000 / 6 months

CRISTO REY NETWORK

CHICAGO, ILL.

To improve freshman literacy in two Cristo Rey Network high schools in Sacramento and Los Angeles.

\$300,000 / 24 months

EDSOURCE

MOUNTAIN VIEW

To produce and disseminate a publication on high school curricula reform efforts in California, including the role of career and technical education.

\$50,000 / 12 months



EDUCATION DEVELOPMENT CENTER

NEWTON, MASS.

To develop a career-technical education curriculum and professional development program focused on the arts, media and entertainment industry sector.

\$2,770,000 / 38 months

GROSSMONT-CUYAMACA COMMUNITY COLLEGE AUXILIARY ORGANIZATION

EL CAJON

To support the monitoring and evaluation of the California Community College Career Advancement Academies initiative.

\$90,000 / 24 months

HIGH TECH HIGH FOUNDATION

SAN DIEGO

To provide support to establish and operate High Tech High's Graduate School of Education.

\$250,000 / 12 months

HIGH TECH HIGH FOUNDATION

SAN DIEGO

To develop a self-sustaining charter management organization to support the operation of High Tech High schools.

\$500,000 / 24 months

NATIONAL ACADEMY FOUNDATION

NEW YORK, N.Y.

To support the National Academy Foundation to open a new office in California and expand the development of career-focused high school academies.

\$150,000 / 12 months

NEWSCHOOLS FUND

SAN FRANCISCO

To expand charter management organizations in the Central Valley to create high schools that provide college and career readiness for traditionally underserved students.

\$2,500,000 / 24 months

PROJECT GRAD LOS ANGELES

NORTH HOLLYWOOD

To promote high school graduation, college attendance and career preparation of low-income students in the San Fernando Valley.

\$300,000 / 24 months

REGENTS OF THE UNIVERSITY OF CALIFORNIA

OAKLAND

To pilot a program of teacher training, online curriculum delivery and intensive language development to promote high school completion and college readiness of English learners in three Southern California high school districts.

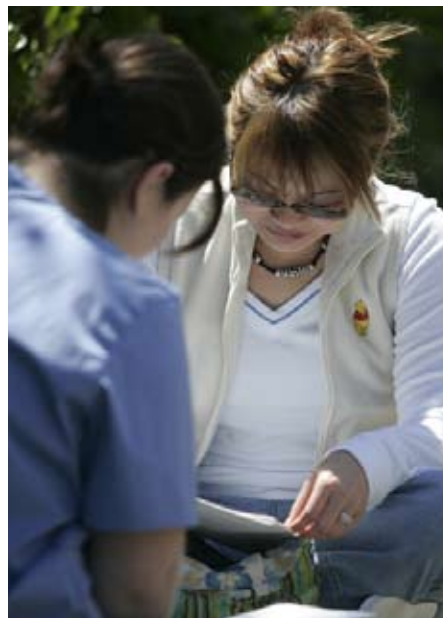
\$375,000 / 36 months

REGENTS OF THE UNIVERSITY OF CALIFORNIA

OAKLAND

To increase the college-going rates and career success of low-income high school students in career academy programs.

\$350,000 / 24 months



TEACHERS COLLEGE, COLUMBIA UNIVERSITY

NEW YORK

For an initiative to support partnerships between California high schools and community colleges that offer career-related, dual-enrollment pathways.

\$4,400,000 / 36 months

UNITE-LA

LOS ANGELES

To support a broad coalition of education and business partners working to improve secondary school options in Los Angeles and to increase the number of low-income youth who have access to the full range of post secondary and career options.

\$1,000,000 / 24 months

WESTED

SAN FRANCISCO

To conduct a review of opportunities for expanding work-based learning opportunities for high school students in California.

\$80,000 / 7 months

FOUNDATION-ADMINISTERED PROJECT

SAN FRANCISCO

To support communications planning and activities related to "multiple pathways" reform in secondary education systems in California.

\$291,360 / 12 months

FOUNDATION-ADMINISTERED PROJECT

SAN FRANCISCO

To support key stakeholder and grantee convenings to advance practice and research related to "multiple pathways" reform in secondary education systems in California.

\$162,038 / 12 months

Improving Instruction

Improve instruction and support services in high schools and community colleges.

CALIFORNIA CHARTER SCHOOL CONSORTIUM

LOS ANGELES

To stimulate the creation and growth of high-quality charter schools in the San Joaquin Valley.

\$375,000 / 24 months

THE COLLEGE ENTRANCE EXAMINATION BOARD

NEW YORK, N.Y.

To promote effective college counseling practices among new high school counselors in California to increase college-going rates of low-income students.

\$680,000 / 24 months



EXCELLENT EDUCATION DEVELOPMENT

SANTA MONICA

For strategic planning.

\$35,000 / 6 months

EXCELLENT EDUCATION DEVELOPMENT

SANTA MONICA

To provide business expertise and new financial models to support existing and emerging charter schools in low-income communities in Los Angeles.

\$300,000 / 24 months

FULFILLMENT FUND

LOS ANGELES

For executive transition planning and strengthening senior management and board leadership.

\$25,000 / 6 months

INSTITUTE FOR COLLEGE ACCESS AND SUCCESS

BERKELEY

To increase the number of eligible, low-income California community colleges students who apply for and receive available financial aid.

\$350,000 / 24 months

INSTITUTE FOR COLLEGE ACCESS AND SUCCESS

BERKELEY

For board assessment and development activities.

\$12,000 / 4 months

MDRC

NEW YORK, N.Y.

To support a conference that will provide current research and technical assistance to a select group of national and California school districts engaging in high school reform efforts.

\$40,000 / 6 months

MDRC

NEW YORK, N.Y.

For the evaluation of the Student Support Partnership Integrating Resources and Education (SSPIRE) initiative.

\$225,000 / 24 months

UNIVERSITY ENTERPRISES

SACRAMENTO

To provide policy guidance on how California community colleges can increase students' degree and program completion rates.

\$40,000 / 3 months

FOUNDATION-ADMINISTERED PROJECT

SAN FRANCISCO

To support the goals and objectives of grants within the Improving Instruction cluster, through intermediary management, evaluation, convening and communication activities.

\$292,875 / 12 months

Special Projects

ACTION AGAINST CRIME AND VIOLENCE EDUCATION FUND

OAKLAND

To mobilize law enforcement leaders to educate policymakers on the urgency of addressing California's high school dropout crisis.

\$200,000 / 24 months

CIF OF THE SAN FRANCISCO FOUNDATION

SAN FRANCISCO

To support the California Student Success Project.

\$500,000 / 16 months

PUBLIC/PRIVATE VENTURES

PHILADELPHIA, PENN.

For organizational and business planning to expand delivery of intermediary and evaluation services in California.

\$110,000 / 5 months

REGENTS OF THE UNIVERSITY OF CALIFORNIA

OAKLAND

For the Career Academy Support Network to increase college preparation and college enrollment among students who are traditionally underrepresented in higher education.

\$500,000 / 24 months

REGENTS OF THE UNIVERSITY OF CALIFORNIA

OAKLAND

To develop policy briefs focused on potential improvements in personnel policy and management within California's public education system.

\$60,000 / 6 months

WESTED

SAN FRANCISCO

To survey educators, parents, students and other stakeholders in California's public education system to inform the development of state-wide policies that address student achievement disparities.

\$100,000 / 6 months

WESTED

SAN FRANCISCO

To conduct research and review policies on non-academic barriers to student learning and engagement in California schools.

\$450,000 / 12 months

FOUNDATION-ADMINISTERED PROJECT

SAN FRANCISCO

To examine the dropout issue in California, with specific attention to the alternative education system and the implications of the California High School Exit Exam.

\$18,194 / 12 months



FOUNDATION-ADMINISTERED PROJECT

SAN FRANCISCO

To support the goals and objectives of a cross-program grant focused on the adequacy and efficiency of public education financing in California, through communications activities.

\$57,792 / 12 months

In addition to the preceding Youth program priorities, Youth grants were approved in 2007 in support of the following concluding initiative:

Communities Organizing Resources to Advance Learning (CORAL) Initiative

Increase the academic achievement of youth (with an emphasis on elementary school students) by involving students, families, schools, and organizations in high-quality, out-of-school learning opportunities. The initiative, launched in 1999, came to a planned conclusion in 2007.

CATHOLIC CHARITIES OF SANTA CLARA COUNTY

SAN JOSE

For a final grant in support of the CORAL Initiative in San Jose.

\$250,000 / 6 months

FRESNO CORAL

FRESNO

For a final grant in support of the CORAL Initiative in Fresno.

\$500,000 / 12 months

SACRAMENTO CHILDREN'S HOME

SACRAMENTO

For a final grant in support of the CORAL Initiative in Sacramento.

\$250,000 / 6 months

YOUNG MEN'S CHRISTIAN ASSOCIATION OF GREATER LONG BEACH

LONG BEACH

For a final grant in support of the CORAL Initiative in Long Beach.

\$500,000 / 12 months

YOUTH: 50 GRANTS TOTALING

\$21,659,258

Highlights of 2007

- In partnership with local community foundations, Irvine provided a safety net for California farm workers who were hardest hit by the January crop freeze, the worst in more than a decade. We helped to fill gaps in state and federal funding, and worked with our community foundation partners to mobilize local donors to match Irvine's contributions.
- Our Fund for Leadership Advancement marked its third year of investing in the leadership abilities of individuals at the helm of our grantee organizations. To date, the fund has supported 31 leaders to acquire new skills and knowledge that can help them propel their organizations forward.
- In its final year, our New Connections Fund awarded \$3.4 million in grants to more than 90 small and midsize nonprofit organizations. We redesigned the fund for 2008, replacing it with three small-grants programs that retain its open and competitive nature and will also offer complementary technical assistance to community-based organizations.

2007

CROSS-PROGRAM & OTHER GRANTMAKING

In addition to our core programs, Irvine also allocates a limited portion of its budget to grantmaking that complements and broadens the impact of those programs and takes advantage of compelling opportunities that are consistent with our mission. In 2007, this grantmaking fell into three categories:

- Through **Cross-Program Grants**, we support interdisciplinary activities that advance the objectives of two or more of our program areas. We also support activities that advance our grantmaking principles of enhancing grantee effectiveness, strengthening philanthropic infrastructure in underserved regions and building leadership throughout the state.
- Our **Special Opportunities Fund** exists to respond to compelling one-time opportunities consistent with our mission, charter and history. The fund allows the Foundation to maintain flexibility while focusing the majority of Irvine's resources on a set of targeted goals and priorities under our three programs.
- From 2004 to 2007, our **New Connections Fund** provided open, competitive funding to small and midsize organizations whose work was well-aligned with Irvine's programs but which had not previously received Irvine funding. Based on feedback from grantees and applicants, we redesigned the fund in 2008.

CROSS-PROGRAM

COMMUNITY FOUNDATIONS INITIATIVE II

Accelerate the growth and leadership of nine small and emerging community foundations in rural areas of California.

LA PIANA ASSOCIATES EMERYVILLE

For continued board development consultation and training for the nine California community foundation participants in the Community Foundations Initiative II.

\$115,000 / 12 months

STANISLAUS COMMUNITY FOUNDATION MODESTO

To support a board retreat focused on defining organizational vision and operating costs.

\$4,000 / 1 month

WILLIAMS GROUP GRAND RAPIDS, MICH.

To support nine emerging community foundations to design, develop and maintain strategic Web sites.

\$150,000 / 28 months



FOUNDATION-ADMINISTERED PROJECT SAN FRANCISCO

For convening, technical assistance and information-sharing among the nine California community foundations participating in the Community Foundations Initiative II.

\$275,399 / 12 months

FUND FOR LEADERSHIP ADVANCEMENT

Enhance the leadership capacities of the executive directors of selected grantee organizations.

ARMAND HAMMER MUSEUM OF ART AND CULTURAL CENTER LOS ANGELES

To enhance executive and senior management leadership capacities and align organizational culture with institutional growth.

\$70,000 / 18 months

CALIFORNIA BUDGET PROJECT SACRAMENTO

To support executive leadership development and ensure the organization's long-term sustainability.

\$66,000 / 24 months

CENTER FOR GOVERNMENTAL STUDIES LOS ANGELES

To strengthen executive leadership and improve organizational structures and management to support organizational growth.

\$65,000 / 18 months

COMMUNITIES FOR A BETTER ENVIRONMENT HUNTINGTON PARK

To improve executive leadership and senior management capacities to support effective execution of the organization's strategic plan.

\$50,000 / 18 months

DELL'ARTE BLUE LAKE

To strengthen executive and board leadership and improve organizational structures to support organizational growth and priorities.

\$75,000 / 24 months

EASTSIDE COLLEGE PREPARATORY SCHOOL EAST PALO ALTO

To improve executive leadership and support organizational growth.

\$65,000 / 24 months

MAGIC THEATRE SAN FRANCISCO

To strengthen executive leadership and align organizational systems and culture to support organizational growth and fiscal stability.

\$55,000 / 18 months

OAKLAND MUSEUM OF CALIFORNIA FOUNDATION OAKLAND

To strengthen executive, board and senior management leadership to support major institutional transformation and growth.

\$75,000 / 24 months

REGENTS OF THE UNIVERSITY OF CALIFORNIA OAKLAND

For the New Teachers Center at the University of California, Santa Cruz, to strengthen executive leadership and improve organizational structures and management to support institutional growth.

\$75,000 / 18 months

SOUTHWEST CHAMBER MUSIC SOCIETY PASADENA

To strengthen executive leadership, build management capacity and launch board development to enable organizational growth.

\$55,000 / 24 months

**THEATRE AND ARTS FOUNDATION
OF SAN DIEGO COUNTY**

LA JOLLA

To strengthen the executive leadership and improve board governance.

\$75,000 / 18 months

**FOUNDATION-ADMINISTERED PROJECT
SAN FRANCISCO**

For technical assistance and coaching for executive directors of organizations participating in the Fund for Leadership Advancement.

\$30,139 / 12 months

**FAMILIES IMPROVING
EDUCATION INITIATIVE**

Support families — particularly those in low-income, ethnic and immigrant communities — to become involved in educational policymaking concerning their local schools.

**FAMILIES IN SCHOOLS
LOS ANGELES**

For convening costs associated with the Families Improving Education Initiative.

\$15,000 / 24 months

Cross-Program Special Initiatives

**BOARDSOURCE
WASHINGTON, D.C.**

For board-development consultation to select Irvine Foundation grantees.

\$50,000 / 9 months

**CIF OF THE SAN FRANCISCO
FOUNDATION**

SAN FRANCISCO

To support a collaborative project by private foundations to examine the philanthropic sector's responsiveness to concerns about equity, diversity and inclusiveness.

\$50,000 / 12 months

**CLAREMONT GRADUATE UNIVERSITY
CLAREMONT**

To conduct a comprehensive study of evaluation as a tool for organizational capacity building.

\$110,000 / 15 months

**COMPASSPOINT NONPROFIT SERVICES
SAN FRANCISCO**

To assess and advance executive coaching as a strategy for building effective organizations within the nonprofit sector in California.

\$75,000 / 18 months

**IMPERIAL VALLEY COMMUNITY
FOUNDATION**

IMPERIAL

For core support to build the philanthropic capacity of the Imperial Valley Community Foundation.

\$25,000 / 6 months

**GREAT VALLEY CENTER
MODESTO**

For an executive search.

\$35,000 / 6 months

**PUBLIC/PRIVATE VENTURES
PHILADELPHIA, PENN.**

To provide partial support for a book that summarizes the major lessons of social program initiatives, drawing on California-based examples.

\$25,000 / 12 months

**SEAWEB
SILVER SPRING, MD.**

To encourage and equip philanthropic leaders in California and nationwide to communicate with influential Americans about the role and contribution of philanthropy.

\$100,000 / 12 months

**SOUTHERN CALIFORNIA GRANTMAKERS
LOS ANGELES**

For core support and organizational capacity building.

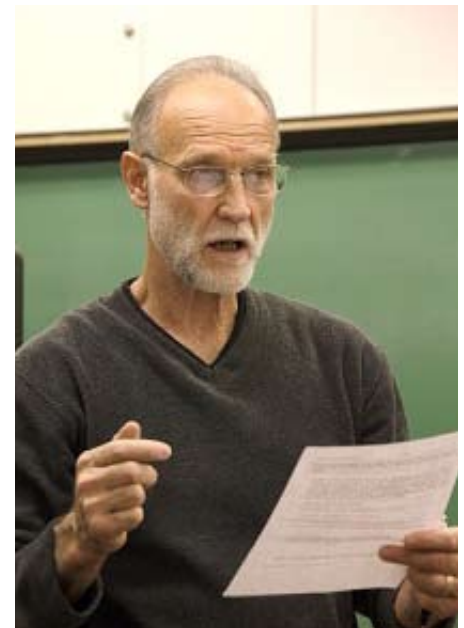
\$150,000 / 36 months

**SOUTHERN CALIFORNIA
LEADERSHIP NETWORK**

LOS ANGELES

To expand core programs and upgrade organizational infrastructure to serve a diverse network of Southern California leaders.

\$125,000 / 12 months



**THE TOMAS RIVERA POLICY INSTITUTE
LOS ANGELES**

For the development of a comprehensive fundraising plan and internal fundraising capacity to support plans for institutional growth.

\$50,000 / 12 months

**FOUNDATION-ADMINISTERED PROJECT
SAN FRANCISCO**

To support communications activities that advance the goals of Irvine's strategic program initiatives.

\$187,221 / 12 months

**FOUNDATION-ADMINISTERED PROJECT
SAN FRANCISCO**

For outreach and proposal writing workshops for New Connections Fund grantseekers.

\$30,000 / 12 months

**CROSS-PROGRAM:
30 GRANTS TOTALING \$2,327,758**

SPECIAL OPPORTUNITIES

CHRONICLE SEASON OF SHARING FUND

SAN FRANCISCO

To support the 2007-2008 Season of Sharing Fund campaign.

\$75,000 / 3 months

COMMUNITY FOUNDATION FOR MONTEREY COUNTY

MONTEREY

To provide emergency relief to farm workers in Monterey County affected by the 2007 crop freeze.

\$25,000 / 3 months

CROCKER ART MUSEUM ASSOCIATION

SACRAMENTO

For a capital expansion project.

\$2,000,000 / 6 months



DESERT COMMUNITY FOUNDATION

PALM DESERT

To provide emergency relief to farm workers in the Coachella Valley affected by the 2007 crop freeze.

\$75,000 / 3 months

ORANGE COUNTY COMMUNITY FOUNDATION

IRVINE

For a campaign to build the discretionary endowment as an enduring source of support for the community of Orange County.

\$3,500,000 / 24 months

SAN DIEGO FOUNDATION

SAN DIEGO

For technical assistance to conduct a needs assessment and coordinate efforts funded through the After-the-Fires Fund to help rebuild San Diego's fire-damaged communities.

\$75,000 / 12 months

UNITED WAY OF TULARE COUNTY

TULARE

To provide emergency relief to farm workers in Tulare County affected by the 2007 crop freeze.

\$75,000 / 3 months

VENTURA COUNTY COMMUNITY FOUNDATION

CAMARILLO

To provide emergency relief to farm workers in Ventura County affected by the 2007 crop freeze.

\$75,000 / 3 months

**SPECIAL OPPORTUNITIES:
8 GRANTS TOTALING \$5,900,000**

NEW CONNECTIONS FUND

The New Connections Fund was a pilot program designed to provide open, competitive funding to small and midsize organizations whose work was well-aligned with Irvine's programs but which had not previously received Irvine funding. Based on feedback from grantees and applicants, we redesigned the fund in 2008.

ARTS: Artistic Creativity

**509 CULTURAL CENTER
(AKA THE LUGGAGE STORE)**
SAN FRANCISCO

To support the Luggage Store's 20th anniversary exhibition, including new work and educational panels.

\$23,000 / 12 months

THE ACTORS' GANG
CULVER CITY

To support the creation and production of *King Larry*, a multicultural adaptation of *King Lear* for families, to be performed free of charge.

\$20,000 / 12 months

ASIAN IMPROV ARTS
SAN FRANCISCO

To support the creation of a multidisciplinary work based in traditional artforms.

\$20,000 / 12 months

**ASSOCIATION FOR THE ADVANCEMENT
OF CONTEMPORARY DANCE**
SAN FRANCISCO

To create and tour a new contemporary ballet choreographed by Artistic Director Trey McIntyre.

\$40,000 / 24 months

BERKELEY SYMPHONY ORCHESTRA
BERKELEY

To expand a new music reading series in tandem with a music director search.

\$50,000 / 24 months

THE BLANK THEATRE COMPANY
LOS ANGELES

To support the production of 24 plays by teenagers in the Young Playwrights Festival.

\$50,000 / 24 months

BURNON
VENTURA

To support the new production of Shakespeare's *The Tempest* at Rubicon Theatre, with sets designed by Dale Chihuly.

\$50,000 / 24 months

**CALIFORNIA INTERNATIONAL
ARTS FOUNDATION**
LOS ANGELES

To support further creative development of *Revolution of Forms*, an opera work-in-progress featuring Afro-Cuban music to be directed by Robert Wilson.

\$35,000 / 24 months

**CALIFORNIA STATE SUMMER
SCHOOL ARTS FOUNDATION**
LOS ANGELES

To commission two prominent California artists to create new work with high school students of the arts.

\$50,000 / 12 months

CAPITAL STAGE COMPANY
SACRAMENTO

To support "Playwright's Revolution," a staged reading process leading to the development and presentation of new plays by Northern California playwrights.

\$40,000 / 24 months



CLAREMONT MUSEUM OF ART
CLAREMONT

To commission two works by a photographer and a muralist, and a series of public workshops and activities.

\$47,000 / 24 months

GAMELAN SEKAR JAYA
EL CERRITO

To support the creation and presentation of a multidisciplinary project, including a display of paintings and live gamelan music performances at the Asian Art Museum.

\$20,000 / 24 months

GRUPO DE TEATRO SINERGIA

LOS ANGELES

To produce and perform a bilingual play about transgender people.

\$10,000 / 6 months

HIGHWAYS

SANTA MONICA

To commission eight artists to create a multidisciplinary work, "From the Margins," to be toured in four California cities.

\$50,000 / 24 months

MALASHOCK DANCE & COMPANY

SAN DIEGO

To support a new collaboration melding dance, music and video art.

\$43,000 / 12 months

PASADENA MUSEUM OF CALIFORNIA ART

PASADENA

To support a multidisciplinary artist to create a site specific installation.

\$30,000 / 12 months

THE ROBEY THEATRE COMPANY

LOS ANGELES

To support two playwrights to commission, develop and produce a new work.

\$24,000 / 18 months

ROVA ARTS

SAN FRANCISCO

To support the creation and premiere of "Fissures, Futures," featuring live improvised digital animation and music.

\$24,000 / 24 months

SHOTGUN PLAYERS

BERKELEY

To support the creation of an original musical engaging the Richmond community in the story of World War II's female shipbuilders.

\$20,000 / 24 months

WILLS PLAYERS

HOLLYWOOD

To support the adaptation and production of two plays created from books chosen by the National Endowment for the Arts for "The Big Read" program.

\$50,000 / 24 months

ARTS: Cultural Participation

AMERICAN BACH SOLOISTS

SAN FRANCISCO

For outreach and educational programs for families associated with a series of baroque concert performances in Davis.

\$25,000 / 12 months

AMERICAN MUSEUM OF CERAMIC ART

POMONA

For the "Cerámicas de la Tierra" exhibition and related outreach activities focused on the Latino communities in Pomona and surrounding areas.

\$31,000 / 12 months

API CULTURAL CENTER (D/B/A OAKLAND ASIAN CULTURAL CENTER)

OAKLAND

For an Asian Pacific American artist-in-residence program, including public programming and outreach to APA communities.

\$50,000 / 24 months

CHILDREN'S CREATIVE PROJECT

SANTA BARBARA

To present free, high-quality performances to low-income underserved students in Santa Barbara County.

\$20,000 / 24 months

CITY BALLET

SAN DIEGO

For the presentation of an original ballet based on Helen Hunt Jackson's *Ramona* in San Diego and on local tribal reservations.

\$20,000 / 24 months

CLAREMONT COMMUNITY

SCHOOL OF MUSIC

CLAREMONT

For the expansion of the California Youth Jazz Workshop and related outreach activities to reach musically underserved and ethnically diverse youth in San Bernardino County.

\$12,000 / 24 months

COMMUNITY PARTNERS

LOS ANGELES

For Khmer Girls in Action, to support "My Reality, My Vision: Stories from Long Beach," a digital storytelling project involving Khmer American young women in Long Beach.

\$15,000 / 12 months

COMMUNITY PARTNERS

LOS ANGELES

For L.A. Commons, to support four public art projects in partnership with community-based organizations in the Leimert Park, Highland Park, East Hollywood and MacArthur Park neighborhoods of Los Angeles.

\$50,000 / 24 months

CRAFT AND FOLK ART MUSEUM INCORPORATING THE EGG AND THE EYE

LOS ANGELES

For an audience development campaign targeting nontraditional arts audiences in Los Angeles.

\$50,000 / 12 months

CYGNET THEATRE COMPANY

SAN DIEGO

For a multifaceted outreach campaign, including community partnerships, designed to broaden and diversify Cygnet audiences.

\$25,000 / 24 months

DANCERS GROUP

SAN FRANCISCO

For the development of an online resource for dance in California, in partnership with five regional dance service organizations across the state.

\$50,000 / 12 months

DIVERSIONARY THEATRE PRODUCTIONS

SAN DIEGO

For “Queer Lives, Queer Voices,” presenting new works of theater about the LGBT experience intended to reach new audiences in San Diego.

\$21,000 / 24 months

ENGAGE

BURBANK

For expansion of the Senior Arts and Intergenerational Program and the *Experience Talks* radio show.

\$20,000 / 12 months

FENDER MUSEUM OF THE ARTS FOUNDATION

CORONA

For a collaborative music education program for youth in partnership with the Riverside County Philharmonic.

\$36,000 / 24 months

FIREBIRD YOUTH CHINESE ORCHESTRA

SAN JOSE

For the “Connecting Generations through Folk Opera Music” project, including performances and classes based in the Chinese folk opera tradition designed to attract new audiences to the work of the orchestra.

\$46,000 / 24 months

FOOLSFURY THEATER COMPANY

SAN FRANCISCO

For the California Ensemble Touring Initiative, a statewide touring and performance exchange program for California-based ensemble theaters.

\$20,000 / 12 months

FRAMELINE

SAN FRANCISCO

For “Send It Home,” a multimedia distribution project in partnership with the Gay-Straight Alliance Network.

\$25,000 / 12 months

FRIENDS OF THE LEVITT PAVILION

PASADENA

For a series of free world music concerts in downtown Pasadena.

\$20,000 / 24 months

HISTORICAL SOCIETY OF LONG BEACH

LONG BEACH

For “Long Beach Works,” an oral history collection and dramatization project in partnership with the Long Beach Playhouse.

\$32,000 / 24 months

HISTORICAL MUSEUM FOUNDATION OF SONOMA COUNTY

SANTA ROSA

To collect and present multimedia stories from Sonoma County’s Latino community.

\$40,000 / 24 months

INTERNATIONAL CITY THEATRE

LONG BEACH

For the New Play Reading Series, to expand the theatrical representation and participation of the traditionally underserved ethnic and cultural communities of Long Beach.

\$50,000 / 24 months

INYO COUNCIL FOR THE ARTS

BISHOP

To support a series of free multicultural concerts and workshops in Inyo County.

\$50,000 / 24 months

KITKA

OAKLAND

To support a series of residencies and collaborative performances with master Eastern European immigrant musicians throughout California.

\$50,000 / 24 months

MANILATOWN HERITAGE FOUNDATION

SAN FRANCISCO

For the Manilatown California Project, including the creation of a statewide photographic archive and related public programs, documenting the historic and contemporary contributions of Filipino Americans.

\$28,000 / 24 months

THE MUSEUM OF JURASSIC TECHNOLOGY

CULVER CITY

To support a new series of cultural events designed to introduce new and diverse communities to the museum.

\$50,000 / 24 months

NAPA VALLEY SYMPHONY

NAPA

To present two concerts with Mariachi Cobre in celebration of Mexican Independence Day.

\$25,000 / 12 months

NATIONAL STEINBECK CENTER

SALINAS

To host a series of activities focusing on African American regional history and culture on the Central Coast and in Salinas Valley.

\$25,000 / 12 months



**PARADISE AUDITORIUM-
COMMUNITY CENTER**

PARADISE

To support a marketing campaign to broaden audience participation in the northern Central Valley.

\$20,000 / 24 months

PENINSULA YOUTH THEATRE

MOUNTAIN VIEW

To initiate an after-school program focusing on theatrical arts for low-income students ages 9–13 in Santa Clara County.

\$45,000 / 24 months

POMONA COLLEGE

CLAREMONT

To support a revival production of *Zoot Suit* with outreach to local high schools through the creation and distribution of a study guide.

\$10,000 / 12 months

RANCHO LOS CERRITOS FOUNDATION

LONG BEACH

To support the research and design of an interpretive living history theatrical program to present untold stories of early California settlers.

\$36,000 / 24 months

RED NATION CELEBRATION

NORTHRIDGE

To support interdisciplinary performing arts for American Indian Heritage Month in Los Angeles.

\$50,000 / 18 months

ROSEVILLE ARTS

ROSEVILLE

To support a comprehensive marketing campaign to broaden and diversify current and new audiences in the Central Valley region.

\$40,000 / 24 months

**RURAL CALIFORNIA BROADCASTING
CORPORATION (KRCB)**

ROHNERT PARK

For the extension and expansion of the “Voice of Youth” radio project for at-risk Latino youth in Sonoma County.

\$50,000 / 24 months

**SAN JOAQUIN COUNTY HISTORICAL
SOCIETY & MUSEUM**

LODI

To showcase the traditional and contemporary arts and crafts of ethnic and cultural groups in San Joaquin County.

\$50,000 / 24 months



SAN JOSE MUSEUM OF QUILTS & TEXTILES

SAN JOSE

For “Common Threads,” a series of programs for children and adults including participation in local cultural festivals.

\$40,000 / 12 months

SUSHI

SAN DIEGO

To support a “Pay-What-You-Can” audience development initiative for every Sushi presentation in San Diego.

\$40,000 / 24 months

THEATRE OF HEARTS

LOS ANGELES

For the expansion of after-school and weekend youth arts programming in low-income housing communities in Los Angeles.

\$40,000 / 24 months

THE TIDES CENTER

SAN FRANCISCO

For expansion of programs offered by Out of Site Youth Arts Center.

\$25,000 / 24 months

TOWNSEND OPERA PLAYERS

MODESTO

To support an audience development and outreach strategy to broaden and diversify participation in the Central Valley.

\$36,000 / 24 months

THE TRANSLATION PROJECT

SAN FRANCISCO

To support an Iranian Arts and Culture Festival in the Bay Area.

\$40,000 / 24 months

THE UCLA FOUNDATION

LOS ANGELES

To support “Crossing Generations: Connecting to Los Angeles Audiences,” a two-year participation and outreach initiative of the Fowler Museum.

\$50,000 / 24 months

UNUSUAL SUSPECTS THEATRE CO.

CULVER CITY

To support intensive theatre residencies for juvenile offenders in Los Angeles County.

\$50,000 / 24 months

**WARNORS CENTER FOR
THE PERFORMING ARTS**

FRESNO

For a marketing study to position the organization to recognize and respond to the needs of audiences and arts groups in the Fresno Cultural Arts district.

\$25,000 / 12 months

CALIFORNIA PERSPECTIVES: Mobilizing Californians

CANGRESS

LOS ANGELES

To facilitate dialogues between low-income residents of downtown Los Angeles and Community Redevelopment Agency officials, regarding the implementation of new housing preservation and local hiring policies.

\$40,000 / 24 months

CITY HEIGHTS COMMUNITY DEVELOPMENT CORPORATION

SAN DIEGO

To support discussions between low-income San Diego residents and public officials on transit and environmental health issues.

\$50,000 / 24 months

COMMUNITY PARTNERS

LOS ANGELES

For The City Project, to engage low-income residents in Los Angeles' Baldwin Hills area in public decision making regarding park space.

\$50,000 / 24 months

CONTRA COSTA INTERFAITH SPONSORING COMMITTEE

MARTINEZ

To promote dialogues between underrepresented communities and public officials in Contra Costa County on affordable housing, health access, immigration and violence prevention issues.

\$50,000 / 24 months

DOLORES C. HUERTA FOUNDATION

BAKERSFIELD

To connect low-income residents in Kern County with local public officials on education, health, immigration and public safety issues.

\$40,000 / 24 months

FRESNO METROPOLITAN MINISTRY

FRESNO

To support Latinos United for Clean Air's efforts to engage with public officials concerning air quality in the San Joaquin Valley.

\$50,000 / 24 months

THE KENNEDY COMMISSION

LAKE FOREST

To provide opportunities for low-income Orange County residents to engage with public officials on housing policy issues.

\$50,000 / 24 months

ORGANIZACIÓN EN CALIFORNIA DE LÍDERES CAMPESINAS

POMONA

To facilitate the participation of women farm workers in the Central Valley in public decision making on environmental health policy issues.

\$50,000 / 24 months

PEOPLE'S COMMUNITY ORGANIZATION FOR REFORM AND EMPOWERMENT

LOS ANGELES

To provide opportunities for low-income Asian Pacific Islander residents in Los Angeles' South Bay to participate in decision making about environmental policy issues.

\$50,000 / 24 months

REALISTIC EDUCATION IN ACTION COALITION TO FOSTER HEALTH

LOS ANGELES

To conduct trainings and provide opportunities for low-income young women in Los Angeles to communicate with public officials on public health policy issues.

\$50,000 / 24 months

ROSE FOUNDATION FOR COMMUNITIES AND THE ENVIRONMENT

OAKLAND

To facilitate the participation of low-income San Joaquin Valley residents in decision making on water issues.

\$50,000 / 24 months

SACRAMENTO AREA CONGREGATIONS TOGETHER

SACRAMENTO

To facilitate dialogues between the Hmong and Mien communities and local public officials on youth and health care issues.

\$50,000 / 24 months

SOUTH ASIAN NETWORK

ARTESIA

To facilitate dialogues between low-income residents in Los Angeles' Koreatown and public officials on affordable housing issues.

\$50,000 / 24 months

SOUTHEAST ASIA RESOURCE ACTION CENTER (SEARAC)

SACRAMENTO

To conduct trainings and provide opportunities for Southeast Asian seniors in the San Joaquin Valley to communicate with public officials on policy issues related to health and aging.

\$50,000 / 24 months



YOUTH: Dropout Prevention

HOLLYWOOD ENTERTAINMENT MUSEUM LOS ANGELES

To provide low-income youth in alternative schools in Los Angeles County who are at imminent risk of dropping out with extracurricular training that bears credit toward high school completion.

\$50,000 / 24 months



LINKAGE TO EDUCATION SACRAMENTO

To provide a comprehensive system of support to assist low-income youth from foster care and probationary systems with postsecondary preparation, enrollment and persistence.

\$12,500 / 12 months

NORTH COUNTY INTERFAITH COUNCIL ESCONDIDO

For a drop-out prevention and intervention program to support low-income youth to attain a high school diploma or GED.

\$50,000 / 24 months

OPPORTUNITIES INDUSTRIALIZATION CENTER WEST

MENLO PARK

To provide low-income youth who are at imminent risk of dropping out with direct academic support and opportunities to earn credit toward high school completion.

\$50,000 / 12 months

YOUTH SPEAK COLLECTIVE

PACOIMA

To assist low-income students in Pacoima who are at imminent risk of dropping out with academic coaching and access to community college courses that bear credit toward high school completion.

\$20,000 / 24 months

YOUTH: Parent and Family Knowledge

CANAL ALLIANCE

SAN RAFAEL

To provide comprehensive services to low-income, immigrant families to ensure first-generation college-going youth are prepared for and succeed in postsecondary education.

\$50,000 / 24 months

COLLEGEWORKS

OAKLAND

To provide educational counseling to assist low-income youth and their families through the college preparation and enrollment process.

\$50,000 / 24 months

ENCOURAGE TOMORROW

FRESNO

To support the preparation of low-income Latinas in the San Joaquin Valley for postsecondary educational opportunities.

\$50,000 / 24 months

INSTITUTE FOR SOCIO-ECONOMIC JUSTICE AND PROGRESSIVE COMMUNITY DEVELOPMENT

BRAWLEY

To support postsecondary preparation for low-income and first generation college-going youth in the Imperial Valley.

\$50,000 / 24 months

KINGS PARTNERSHIP FOR CHILDREN

HANFORD

To promote awareness of and preparation for postsecondary educational opportunities by supporting low-income youth and their families.

\$40,000 / 12 months

LOS ANGELES COMMUNITY DESIGN CENTER

LOS ANGELES

For a program to promote academic preparedness and postsecondary enrollment of low-income youth residing in affordable housing developments in Los Angeles.

\$25,000 / 24 months

YMCA OF BERKELEY/ALBANY

BERKELEY

To provide educational support services to assist low-income youth and their families through the college preparation and enrollment process.

\$50,000 / 24 months

90 GRANTS TOTALING \$3,406,500

REGRANTING

The Foundation seeks to extend the reach and effectiveness of its grantmaking by tapping the expertise, local knowledge and infrastructure of intermediary organizations that regrant Irvine dollars to smaller organizations. The use of intermediary organizations allows Irvine to reach a more diverse group of grantee organizations and, as a result, more effectively advance our goals.

Irvine's original grants to these intermediary organizations might have been awarded in a previous year. We present in this section regranting of Irvine dollars that took place in 2007. In cases where that regranting went to individuals, we list only the number of individual recipients. Regranting totals for each intermediary organization have been rounded to the nearest \$1,000.

ALLIANCE FOR CALIFORNIA TRADITIONAL ARTS \$70,000

Armenian Museum
Bayside Community Center
Blue Creek/Ah-Pah Traditional Yurok Village
Kalingas-North American Network
Karpotok Hungarian Folk Ensemble
Kawaiisu Language & Cultural Center
Khmer Arts Academy
Kodo Arts Sphere
Konkow Wilaki Maidu Indian Cultural
Preservation Association
Ne'ayuh
Pacific Islander Health Partnership
Riverside Public Library
World Beat Center

ALLIANCE OF ARTISTS COMMUNITIES \$52,000

18th Street Arts Center
Djerassi Resident Artists Program
Exploratorium
Headlands Center for the Arts
Kala Art Institute
Montalvo Arts Center

AMERICAN COMPOSERS FORUM \$30,000 33 individual recipients

ASIAN PACIFIC AMERICAN LEGAL CENTER \$95,000

Center for Asian Americans United
for Self Empowerment
Filipino American Service Group
Khmer Girls in Action
Korean American Coalition—Los Angeles
Korean Resource Center
Organization of Chinese Americans
Search to Involve Pilipino Americans
South Asian Network

CATHOLIC CHARITIES OF SANTA CLARA \$74,000

Arte Flamenco
CLAP
Kidsportz
San Jose Multicultural Artist Guild
San Jose Museum of Art
Schmal Science
Two individual recipients

CALIFORNIA COMMUNITY FOUNDATION \$38,000

ArtWallah
Association for the Advancement of Filipino
American Arts & Culture
Khmer Arts Academy
Social and Public Art Resource Center
The Robey Theatre

CENTER FOR CULTURAL INNOVATION \$150,000

27 individual recipients

CALIFORNIA EXHIBITION RESOURCES ALLIANCE \$4,000

California State University Northridge
Art Galleries
Casa Romantica Cultural Center and Gardens
Hi-Desert Nature Museum
Maidu Interpretive Center

COMMUNITY FOUNDATION FOR MONTEREY COUNTY \$100,000

Alisal Center for the Fine Arts
Arts Council for Monterey County
Arts Habitat
Big Sur Arts Initiative
Carmel Bach Festival
Center for Photographic Art
First Night Monterey

Forest Theater Guild
Marina Youth Arts
Monterey Bay Symphony Association
Monterey Bay Women's Caucus for Art
Monterey County Symphony Association
Monterey Jazz Festival
Monterey Museum of Art
Monterey Opera Association
National Steinbeck Center
Pacific Grove Art Center
Pacific Repertory Theatre
Spector Dance
Youth Arts Collective
Youth Music Monterey

COMMUNITY FOUNDATION
MENDOCINO COUNTY
\$41,000

International Mushroom Dye
 Institute Symposium
Mendocino Film Festival
Mendocino Writers Festival

CONNECTED
\$450,000

Antelope Valley High
Architectural Foundation
El Dorado High School
Life Academy of Health
Lompoc High School
School of Digital Media

CREATIVE CAPITAL
\$35,000

20 individual recipients

COMMUNITY TECHNOLOGY FOUNDATION
\$205,000

California Council for the Humanities

DESERT COMMUNITY FOUNDATION
\$75,000

Catholic Charities San Bernardino/Riverside
Center for Employment Training
Coachella Valley Housing Coalition
Desert Community Foundation

EXPLORATORIUM
\$37,000

Four individual recipients

FRESNO REGIONAL FOUNDATION
\$135,000

New Life Urban Strategies
Edison High School, AVID Program
Big Brothers Big Sisters of Fresno,
 Kings and Madera Counties
Boys & Girls Club of Tulare County
Comprehensive Youth Services
Court Appointed Special Advocates
Encourage Tomorrow

EVELYN AND WALTER HAAS JR. FUND
\$477,000

509 Cultural Center/The Luggage Store
Arts and Cultural Foundation of Antioch
Arts Council of Napa Valley/Nimbus Arts
Arts Council of Napa Valley/Vintage
 High School
Asian American Dance Performances
Asian Improv aRts
Bay Area Black United Fund
Centro Legal de la Raza
East Bay Center for the Performing Arts
Friends of Oakland Parks and Recreation
Friends of the San Francisco Public Library
Kearny Street Workshop
La Peña Cultural Center
Laguna Honda Hospital and
 Rehabilitation Center
Mindanao Lilang-Lilang Foundation
San Francisco Art Institute
San Francisco Gu Zheng Music Society
Slavonic Cultural Center
Suscol Intertribal Council
World Arts West

HUMBOLDT AREA FOUNDATION
\$138,000

Arcata Arts Institute
Burnt Ranch Elementary School
Dell'Arte
Fortuna High School
Freshwater School District
Manila Community Center-
 Manila Recreation
Mateel Community Center
Oceana Madrone
Osa Center for Indian Education
Recycled Youth Theatre Troupe
Redwood Community Action Agency
Susanville Indian Rancheria
The Trinity Players
The Trinity Players
25 individual recipients

IMMIGRANT LEGAL RESOURCE CENTER
\$15,000

57 individual recipients

KERN REGIONAL FOUNDATION
\$50,000

Bakersfield Association for
 Retarded Citizens (BARC)
Boys & Girls Clubs of Kern County
Girl Scouts—Joshua Tree Council
Southern San Joaquin Valley
 Cal-SOAL Consortium
Southern Sierra Council -
 Boy Scouts of America

LIBERTY HILL
\$330,000

Association of Community Organizations
 for Reform Now
Californians for Justice Education Fund
Clergy and Laity United for Economic Justice
Coalition for Economic Survival
Coalition for Humane Immigration
 Rights of L.A.

Coalition LA
 Community Coalition for Substance Abuse
 and Families to Amend California's
 Three Strikes
 Garment Worker Center
 Homies Unidos
 InnerCity Struggle
 Inquilinos Unidos
 Instituto de Educación Popular
 del Sur de California
 Korean Resource Center
 Koreatown Immigrant Workers Alliance
 Los Angeles Alliance for a New Economy
 Los Angeles Coalition to End
 Hunger and Homelessness
 Los Angeles Community Action Network
 Los Angeles Metropolitan Churches
 People Organized for Westside Renewal
 South Asian Network
 Strategic Actions for a Just Economy
 Strategic Concepts in Organizing
 and Policy Education

MARGARET JENKINS DANCE STUDIO

\$127,000

Art of the Matter
 CounterPULSE (Scott Wells)
 Dancer's Group (Amy Seiwert)
 Fellow Travelers Performance
 Flyaway Productions
 Janice Garrett & Dancers
 19 individual recipients

MEET THE COMPOSER

\$46,000

21 Grand Arts Group
 ADORNO Ensemble
 Asian Improv aRts
 Asian Improv aRts
 Cabrillo Festival of Contemporary Music
 Cantori Domino
 Carlsbad Music Festival
 Cinnabar Arts Corporation
 Collage Dance Theatre
 Cypress Performing Arts Association
 Empyrean Ensemble

Epiphany Productions
 Festival of New American Music
 Goat Hall Productions
 Intersection for the Arts
 Iridian Arts
 Judah L. Magnes Museum
 Laguna Beach Live!
 Left Coast Chamber Ensemble
 Los Angeles Chamber Orchestra
 Malashock Dance & Company
 New West Symphony
 Orange County Youth Symphony Orchestra
 Pamela Z productions
 Peninsula Women's Chorus
 Red Gate Performance Collective
 Rova Saxophone Quartet
 Sacramento Philharmonic
 San Diego New Music
 San Francisco Composers Chamber Orchestra
 San Francisco Electronic Music Festival
 SASSAS (Society for Activation of Social Space)
 sfSound Series
 Sledgehammer Theatre
 Society for the Art Publications
 of the Americas (SAPA)
 Southwest Chamber Music
 Teresa McCollough
 Theatre of Yugen
 Women in New Music Festival
 Cal State Fullerton

MPR ASSOCIATES

\$683,000

Alliance for Education
 Antelope Valley High School
 Arthur A. Benjamin Health Professions
 High School
 Laguna Creek High
 Lancaster High School
 Palmdale High School
 Stanley E. Foster Construction Tech Academy

NAPA COMMUNITY FOUNDATION

\$60,000

American Canyon Family Resource Center
 Angwin Community Teen Center
 Big Brothers Big Sisters of Marin
 and Napa Counties
 Boys & Girls Club of Napa Valley
 Boys & Girls Clubs of St. Helena
 and Calistoga

Calistoga Art Center
 Calistoga Family Center
 Napa Emergency Women's Services
 Napa Sonoma Film and Music Institute
 Napa Valley Heritage Fund
 Napa Valley Shakespeare Festival
 ParentsCAN
 St. Helena Family Center
 St. Helena Skatepark
 Summer Search Foundation Napa-Sonoma
 United Cerebral Palsy of the North Bay

NEWSCHOOLS

\$1,000,000

Aspire Public Schools

ORANGE COUNTY ASIAN PACIFIC

ISLANDER COMMUNITY ALLIANCE

\$78,000

Asian American Community Center
 of San Bernardino
 Asian American Senior Citizens
 Service Center
 Asian Pacific American Legal Center
 Korean American Coalition
 of Orange County
 Korean American US Citizens League
 Riverside Asian American
 Community Association

ORANGE COUNTY COMMUNITY

FOUNDATION

\$50,000

Anaheim Ballet
 Backhausdance
 Casa Romantica
 Ektaa Center
 Festival Ballet Theatre
 Huntington Beach Art Center
 Laguna Art Museum
 Men Alive
 Orange County Women's Chorus
 PHFE/Social Enterprise Institute
 South Coast Symphony
 The Chance Theater

PACIFIC INSTITUTE FOR COMMUNITY ORGANIZATIONS

\$293,000

Congregations Building Community
Greater Long Beach Interfaith
Community Organization
Inland Congregations United for Change
LA Voice
North Valley Sponsoring Committee
Orange County Congregation
Community Organizing
People and Congregations Together
for Stockton
Relational Cultural Institute
Sacramento Area Congregations Together

PLACER COMMUNITY FOUNDATION

\$51,000

Arts Council of Placer County
Auburn Community Concert Association
Auburn Placer Performing Arts Center
Friends of the Lincoln Public Library
Lincoln Arts & Culture Foundation
Music Talk
Placer Community Theater
Placer Theatre Ballet
Roseville Arts!

POETS & WRITERS

\$61,000

African American Writers & Artists
Alameda County Library Juvenile Hall
Arcade Poetry Project
Asian Pacific American Legal Center
Avenue 50 Studio
Bear Star Press
Berkeley Poetry Slam
Border Voices Poetry Project
Bridge Pilipino Outreach & Retention Programs
Cabrillo College BELA Division
California Federation of Chaparral Poets
California Poets in the Schools

California Rodeo Salinas
Casa Romantica Reading Series
Center for the Art of Translation
Century House Poetry Series
College of the Sequoias
Colusa County Free Library
Community Works
Cosumnes River College
Cowboy Cultural Committee
CSU Chico, Writer's Voice
CSU Long Beach
CSU Sacramento
CSU San Marcos, Arts & Lectures
dA Center for the Arts
De Anza College
El Dorado County Library-Placerville
Flume Press, CSU Chico
Fresh Meat Productions
Fresno County Library
Fresno Interdenominational Refugee Ministries
Fresno Poets' Association
Friends of Coast Community Library
Friends of Oakhurst Branch Library
Friends of the Lancaster Public Library
Friends of the Memorial Library
Friends of the Sunland-Tujunga Branch Library
Galeria de la Raza
Gneiss Poetry Series
Gold Rush Writers
Grace Hudson Museum & Sun House
Grossmont College
Healdsburg Arts Council
Highways Performance Space
Inner Ear Poetry Jam
Intercultural Community Center
Intersection for the Arts
Italian-American Political Solidarity Club
Jefferson Community Adult School
Kearny Street Workshop
Kern County Library
KFCF 88.1 FM
Lake County Arts Council
Lambda Literary Foundation
Levantine Cultural Center
Listen & Be Heard

Los Angeles Area Veterans' Artists Alliance
Los Angeles Poetry Festival
Luna's Café
Marin County Free Library, Fairfax
Marin Poetry Center
Mendocino Coast Writers Conference
Mendocino County Library
Modern Times Bookstore
Modesto Junior College
Monterey Public Library
Moorpark College
Mount San Antonio College
Mount Shasta Writers Series
Mt. San Jacinto College
Napa Valley Writers' Conference
National Park Service
Nevada County Library
Nevada County Poetry Series
North Coast Redwoods Writers' Conference
North Figueroa Association
NRP Productions
Oxnard College
Palm Springs Art Museum
Petaluma Poetry Walk
Pan Valley Institute
Monterey Cowboy Poetry & Music Festival
Placencia Library District
Poetic Matrix Press
Poetry Center San Jose
Poetry Flash
Poetry Santa Cruz
Poetry Unplugged
Poets Authors Artists
Red Hen Press
Redwood Writers
Riverside County Library
Riverside Public Library
Ruskin Art Club
Sacramento Poetry Center
Petaluma Arts Council
San Diego Book Arts

San Diego County Library
San Diego Public Library
San Diego Writers, Ink
San Joaquin Literary Association
San Luis Obispo Poetry Festival
Santa Cruz Museum of Natural History
Santa Rosa Junior College
Sebastopol Center for the Arts
SF Center for the Book
Shasta County Library
Sierra Valley Grange
Siskiyou Arts Council
Skyline College
Small Press Traffic
Smell Last Sunday Reading Series
Smiley's Books
Solo Press
South Pasadena Public Library
South Placer Heritage Foundation
Southwestern College Reading Series
Status Unknown
Stella Middle Charter Academy
Suited for Success
Surprise Valley Writers' Conference
Sushi Performance & Visual Art
Sutter County Library
T.M.I.
Tebot Bach
The Beat Museum
The Dancing Tree
The Fort Preservation Society
The Saxophone Poets
The Translation Project
Third Thursday Poets
Trap Door Poetry
Trinity County Library
UC Berkeley Lunch Poems
UC Riverside
UC Santa Cruz
University of San Francisco
Upland Public Library
Valley Center Branch Library
Valley Contemporary Poets
Ventura College

Watershed Poetry Festival
Wild About Books
Wittman Village Community Center
Writers Read
Yuba County Library

SAN DIEGO FOUNDATION
\$217,000

Aja Project
Athenaeum Music and Arts Library
Balboa Theatre Foundation
Cygnet Theatre Company
Jean Isaacs San Diego Dance Theatre
Media Arts Center San Diego
Mingei International Museum of Folk Art
Mo'olelo Performing Arts Company
Museum of Contemporary Art San Diego
NTC Foundation
San Diego Children's Museum
San Diego Museum of Art
San Diego Museum of Man
Sushi Performance and Visual Art

SAN FRANCISCO FOUNDATION
\$115,000

Aldersly Retirement Community Arts Budget
American Composers Forum
Artadia
ArtsChange
Canal Welcome Center
Crowden Music School
Door Dog Music
Fellow Travelers Performance Group
Galax Quartet
Headlands Center
Kidspeak
La Peña Cultural Center
Los Centzontles
Marin Poetry Center
Marin Theatre Company
Noodle Factory Performing Arts Center
Oakland Opera Theatre
Oakland Youth Orchestra
Opera Piccola
Pacific Chamber Symphony

Queer Cultural Center
Savage Dance
Senior Access
SF Cameraworks
Shadow Light Productions
Theatre Bay Area
Traveling Jewish Theatre
World Arts West
25 individual recipients

SHASTA REGIONAL FOUNDATION
\$111,000

Cottonwood Community Library
Fall River Valley Library Corp.
Red Scarf Society
Riverfront Playhouse
Shasta Arts Council
Shasta Public Libraries
Siskiyou Arts Council
Siskiyou Golden Fair
Turtle Bay Exploration Park
Seven individual recipients

SILICON VALLEY COMMUNITY FOUNDATION
\$120,000

Abhinaya Dance Company of San Jose
Calaveras Repertory Theatre
City Lights Performance Group of San Jose
City Lights Theater Company of San Jose
El Camino Youth Symphony Association
Firebird Youth Chinese Orchestra
Palo Alto Art Center Foundation
Peninsula of Northern California
Symphony Association
Peninsula Symphony
Peninsula Women's Chorus
Peninsula Youth Orchestra
Peninsula Youth Theatre
San Jose Chamber Orchestra
San Jose Children's Musical Theater
San Jose Institute of Contemporary Art
San Jose Multicultural Artists Guild
San Jose Museum of Quilts & Textiles

SAN LUIS OBISPO COUNTY
COMMUNITY FOUNDATION

\$154,000

ACORN

ARTS Obispo

Big Brothers Big Sisters

Clark Center Performing Arts Association

Community LINK

Mozart Festival Association

SLO International Film Festival

SLO Little Theatre

SLO Symphony

SLO Vocal Arts Ensemble

SOLANO COMMUNITY FOUNDATION

\$40,000

Children in Need of Hugs

Foster a Dream

The House of Joy Transitional Programs

TCC GROUP

\$808,000

Bakersfield Museum of Art

Bakersfield Music Theater

Center for Community Advocacy

Center on Race, Poverty & the Environment

Crocker Art Museum

Environmental Health Coalition

Fresno Art Museum

Fresno Grand Opera

Fresno Philharmonic

Gallo Center—Central Valley Center for the Arts

Haggin Museum

Inland Congregations United for Change

Los Angeles Alliance for a New Economy

Magic Circle Theater

Modesto Symphony Orchestra Association

Orange County Congregation Community

Organizations

Sacramento Ballet

Sacramento Opera

Sacramento Philharmonic

Sierra Repertory Theater

Stockton Symphony Association

THE COMMUNITY FOUNDATION

\$110,000

Broadway High Children's Theatre

Arts Academy

Cathedral City Public Arts Commission

Children's Playtime Production

Coachella Valley Symphony

Desert Branch English Speaking Union

Dorland Mountain Arts Colony

Fine Arts Network

Gem of the Valley Arts Association

Gen. Patton Desert Center

Inland Valley Symphony

International Classical Concerts of the Desert

Kids in Conflict

La Quinta Playhouse

Scrap Gallery

Shakespeare in the Vines

Temecula Valley Historical Society

Temecula Valley Master Chorale

Temecula Valley Players

Temecula Valley Rose Society

The Steinway Society

Theater Foundation

Tools for Tomorrow

Virginia Waring International

Piano Competition

UNITED WAY OF TULARE COUNTY

\$75,000

Bethel Spanish Assembly of God

FoodLink of Tulare County

Lindsay Strathmore Coordinating Council

Open Gate Ministries

Porterville LOVE

United Way of Tulare County

Woodlake Food Pantry

VENTURA COUNTY COMMUNITY
FOUNDATION

\$107,000

Catholic Charities—Ventura County Region

Foodshare

Lutheran Social Services (Southern California

Region, Ventura County Chapter)

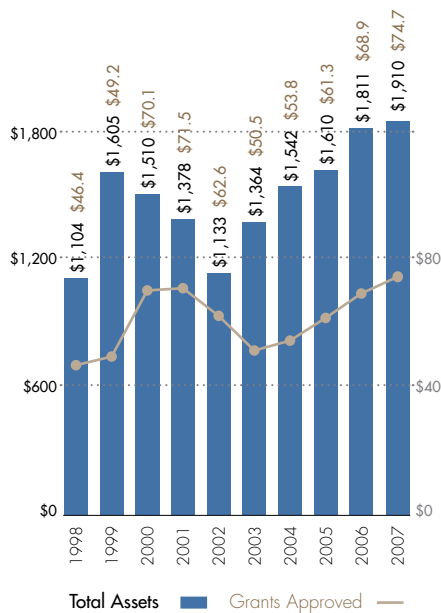
St. John's Healthcare Foundation

Oxnard and Pleasant Valley

FROM THE CHIEF INVESTMENT OFFICER AND TREASURER

During 2007, the Foundation's endowment earned 12 percent to end the year at more than \$1.9 billion, establishing a new all-time high for the endowment. This result was due to strong returns from the equity markets, especially the international equity markets, and from private equity investments held by the Foundation. On the grantmaking side, total grants approved in 2007 were \$74.7 million, the largest amount in Irvine's history and up 8.9 percent from the previous year. Graph 1 provides a 10-year history of year-end assets and net grantmaking for the Foundation. We are pleased to report that 2007 marked the fifth consecutive year of growth for our endowment, an increase in assets that permits us to expand our grantmaking for the people of California by another 8.4 percent in 2008.

1. TOTAL ASSETS AND GRANTS APPROVED 1998-2007
(in millions)

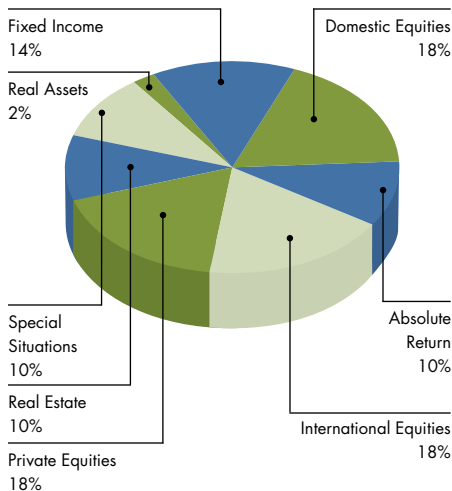


As in previous years, I would like to use this letter to review the Foundation's approach to its investment activities, but I also want to focus on some challenges in implementing such an approach.

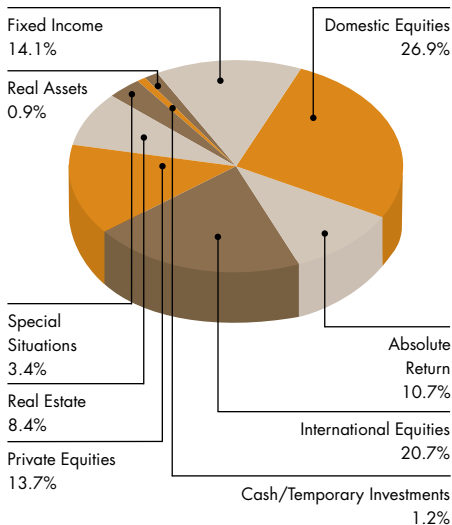
The Foundation maintains a long-term view, with the objective of earning at least 5.5 percent on an annual basis, after inflation and investment fees. Our strategy for achieving this goal is to invest our assets according to a carefully structured allocation model, illustrated in Graph 2, that is designed to reflect the appropriate balance of risk and return over time. The Board of Directors adopted a new asset allocation plan for the Foundation in 2006 with the understanding that it would take at least three years to implement. And the Foundation has been fortunate to benefit from a talented and engaged board with the knowledge and experience to steward the Foundation's endowment well.

During 2007, the Foundation significantly increased its investments in private equity, real assets, special situations, private real estate and absolute return strategies. At year end this group of investments, commonly referred to as "alternative investments," constituted 37 percent of our portfolio. These investments raised the returns on the overall portfolio by 2.4 percentage points (from 9.6 percent to 12.0 percent). While the endowment's returns will continue to be driven largely by the global public equity and debt markets, these new asset classes represent meaningful efforts to diversify the endowment's portfolio and produce a more stable earnings stream over time.

2. STRATEGIC ASSET ALLOCATION



3. INVESTMENT PORTFOLIO AS OF DECEMBER 31, 2007



As we continue this transition in our asset allocation, however, it's important to recognize that we are not magically immune from the turmoil in the financial markets. In fact, by diversifying the portfolio as much as it has, Irvine increases the probability that the endowment will be touched by some of the distress and losses in the global financial markets. The challenge is to make individual investments at the right size and to be willing to both hold investments with significant short-term losses when they are good long-term investments and be willing to admit mistakes and sell those investments before losses get worse. Although the last year has provided ample challenges like this, our investment team is confident that the decisions we've made position the Foundation well to meet its long-term goals and best support its mission.

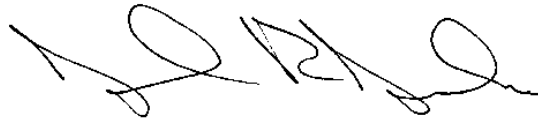
Over the Foundation's long history in private equity markets, we have learned that investing with the most skilled investment managers is critical. We subscribe to that same approach in all of our investments, but it is particularly important for success in the alternative investment area. In the last year the investment team has been able to identify a number of these managers and gain meaningful access to their funds. As a result of that, the Foundation was able to increase its investments in these alternative asset classes by almost \$170 million. Graph 3 shows how our assets were invested as of December 31, 2007. While it may take another year or two to complete the transition, we will be patient, knowing that the Foundation and the needs it seeks to address will exist for the long term.

For the period of January through June 2008, the financial markets have performed poorly and have experienced several significant price declines. This underscores once again why a diversified portfolio is essential to our long-term investment strategy. It also prompts a cautionary note. Like many other foundations, Irvine has been able to increase its grantmaking by near double-digit rates annually over the last five years. That trend will not continue for the next five years. However, through careful investing and planning, Irvine aspires to provide a consistent level of support to the many important efforts and organizations it funds.

Finally, one recent accounting policy change is worth noting. For 2007, the Foundation changed the accounting treatment for its securities lending program. This change (discussed in Note 8 in the following Financial Statement), and the addition of an investment strategy that both buys and sells short equities, effectively raises both assets and liabilities by an equal

amount and makes it somewhat more difficult to interpret the bottom line of our balance sheet. (These changes have no effect on the income statement.) As a result, the net assets line on the balance sheet is a better measure of our resources available for future grantmaking.

Even during these challenging times it is a privilege to carry on with the work of managing the Foundation's investment program. The investment team, accounting team and all who support them at Irvine take special pride in knowing that their work happens for the sole purpose of maximizing and protecting Irvine's financial resources to support our mission of expanding opportunity for the people of California. These annual updates seek to describe our progress in this regard, to share recent developments in our investment program, and to continue to demonstrate our commitment to transparency in all aspects of the Foundation's operations.

A handwritten signature in black ink, appearing to read "John R. Jenks". The signature is fluid and cursive, with a large initial "J" and "R".

John R. Jenks, CFA
Chief Investment Officer and Treasurer
August 2008

INDEPENDENT AUDITORS' REPORT

We have audited the accompanying statements of financial position of The James Irvine Foundation (the "Foundation") as of December 31, 2007 and 2006, and the related statements of activities and changes in net assets and of cash flows for the years then ended. These financial statements are the responsibility of the Foundation's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, such financial statements present fairly, in all material respects, the financial position of the Foundation as of December 31, 2007 and 2006, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

As discussed in Note 2, the financial statements include investments valued at \$692,765,836 (38% of net assets) and \$525,851,740 (30% of net assets) as of December 31, 2007 and 2006, respectively, whose fair values have been estimated by management in the absence of readily determinable fair values. Management's estimates are based on information provided by the fund managers or the general partners.

As discussed in Note 8, the accompanying 2006 statements of financial position and of cash flows have been restated.

Deloitte + Touche LLP

July 2, 2008
San Francisco
California

STATEMENTS OF FINANCIAL POSITION

As of December 31, 2007 and 2006

	2007	2006 (As restated—Note 8)
ASSETS		
Cash—Interest-bearing deposits	\$ 53,142	\$ 21,748
Cash Equivalents – Collateral under securities lending program	150,949,346	204,667,241
Receivable from Sales of Securities	1,497,952	892,312
Investment Redemptions Receivable	18,701,361	
Interest and Dividends Receivable	3,938,570	4,150,349
Investments – including \$146,131,524 and \$198,551,515 of securities loaned for 2007 and 2006, respectively:		
Short-term, fixed-income	24,640,125	60,299,714
Equity securities	903,098,407	963,077,383
Alternative investments	692,765,836	525,851,740
Fixed-income securities	262,267,855	253,376,931
Total investments	1,882,772,223	1,802,605,768
Property and Equipment—Net	1,873,075	1,112,001
Other Assets	833,646	2,074,340
Total	\$2,060,619,315	\$2,015,523,759
LIABILITIES AND NET ASSETS		
Liabilities:		
Payable for purchases of securities	\$ 1,002,412	\$ 2,512,309
Securities sold, not yet purchased	18,492,358	
Payable under securities lending program	150,949,346	204,667,241
Accounts payable and other accrued liabilities	3,744,768	3,495,478
Deferred federal excise taxes	5,565,815	6,568,056
Grants payable – net	39,573,532	46,552,975
Total liabilities	219,328,231	263,796,059
Net Assets—Unrestricted	1,841,291,084	1,751,727,700
Total	\$2,060,619,315	\$2,015,523,759

See notes to financial statements.

STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS

For the years ended December 31, 2007 and 2006

	2007	2006
Investment Income:		
Interest	\$ 15,582,757	\$ 15,168,215
Dividends	24,662,684	20,004,957
Securities lending income	450,275	356,873
Investment income before net realized and unrealized gains on investments	40,695,716	35,530,045
Net realized and unrealized gains on investments	144,826,685	226,403,856
Total investment income	185,522,401	261,933,901
Investment Expenses	8,650,399	8,007,723
Net Investment Gain Before Excise and Income Taxes	176,872,002	253,926,178
Excise and Income Taxes	1,249,209	3,579,520
Net Investment Income	175,622,793	250,346,658
Expenses:		
Grants approved by the Board of Directors	74,692,871	68,860,108
Conditional grant activity and other – net	4,783,903	(2,067,287)
Grant expense – net	79,476,774	66,792,821
Program administration expenses	6,582,635	5,754,848
Total noninvestment expenses	86,059,409	72,547,669
Change in Net Assets – Unrestricted	89,563,384	177,798,989
Net Assets – Unrestricted:		
Beginning of year	1,751,727,700	1,573,928,711
End of year	\$ 1,841,291,084	\$ 1,751,727,700

See notes to financial statements.

STATEMENTS OF CASH FLOWS

For the years ended December 31, 2007 and 2006

	2007	2006 (As restated—Note 8)
Cash Flows from Operating Activities:		
Change in net assets—unrestricted	\$ 89,563,384	\$ 177,798,989
Adjustments to reconcile change in net assets—unrestricted to net cash and cash equivalents used in operating activities:		
Depreciation and amortization	249,730	181,195
Property and equipment write-offs		2,200
Net realized and unrealized gains on investments	(144,826,685)	(226,403,856)
Changes in operating assets and liabilities:		
Interest and dividends receivable	211,779	(480,113)
Other assets	1,240,694	(1,214,059)
Accounts payable and other accrued liabilities	249,290	(1,667,306)
Deferred federal excise taxes	(1,002,241)	1,904,886
Grants payable	(6,979,443)	21,599,181
Net cash and cash equivalents used in operating activities	(61,293,492)	(28,278,883)
Cash Flows from Investing Activities:		
Purchases of investments	(890,208,690)	(798,524,789)
Proceeds from sales, maturities, and distributions from investments	916,884,791	832,585,150
Purchases of property and equipment	(1,010,804)	(78,962)
Net cash and cash equivalents provided by investing activities	25,665,297	33,981,399
Cash Flows from Financing Activity		
Net change in payable under securities lending program	(53,717,895)	13,413,207
(Decrease)/Increase in Cash and Cash Equivalents	(89,346,090)	19,115,723
Cash and Cash Equivalents—Beginning of year	264,988,703	245,872,980
Cash and Cash Equivalents—End of year	\$ 175,642,613	\$ 264,988,703
Supplemental Disclosure of Cash Flow		
Information—Federal excise taxes paid	\$ 2,870,779	\$ 3,289,165
Noncash Investing Activity—Investments redemption receivable	\$ 18,701,361	\$ —

See notes to financial statements.

NOTES TO FINANCIAL STATEMENTS

As of and for the years ended December 31, 2007 and 2006

NOTE 1. ORGANIZATION

The James Irvine Foundation (the “Foundation”) is a private foundation dedicated to expanding opportunity for the people of California to participate in a vibrant, successful, and inclusive society. The Foundation’s grantmaking is organized around three program areas: Arts, Youth, and California Perspectives, which focuses on increasing public understanding of critical issues facing the state and infusing new ideas into the policy development process.

NOTE 2. SIGNIFICANT ACCOUNTING POLICIES

Basis of Presentation—The accompanying financial statements are presented on the basis of unrestricted, temporarily restricted, and permanently restricted net assets. At December 31, 2007 and 2006, the Foundation had no temporarily or permanently restricted net assets.

Cash and Cash Equivalents—Cash and cash equivalents consisting of cash and short-term, fixed-income investments with maturities of three months or less at date of purchase at December 31, 2007 and 2006, are as follows:

	2007	2006
Cash—interest-bearing deposits	\$ 53,142	\$ 21,748
Cash equivalents—collateral under securities lending program	150,949,346	204,667,241
Short-term, fixed-income investments	24,640,125	60,299,714
Total	<u>\$ 175,642,613</u>	<u>\$ 264,988,703</u>

Investments—Investments are stated at quoted market prices or estimated fair values, which are based on independent valuations. Investment expenses include investment management fees, custodial fees, and an allocation of the Foundation’s operating expenses. The Foundation maintains the following categories of investments:

- Short-term, fixed income investments include commercial paper, demand notes, foreign currency, and corporate and government bonds. For statement of cash flows presentation purposes, these securities are considered to be cash equivalents as such securities have original maturities of three months or less.
- Equity securities primarily consist of investments in both domestic and foreign corporate common stock securities.
- Alternative investments represent investments in limited partnerships, hedge funds, private real estate investment trusts, and other nonpublic investments. The fair values of alternative investments estimated by management are based on information provided by the fund managers or general partners.

NOTES TO FINANCIAL STATEMENTS

As of and for the years ended December 31, 2006 and 2005

- Fixed-income securities include holdings in corporate and municipal bonds, as well as U.S. government securities, various mortgage and asset-backed bonds, and convertible corporate debentures.

Short Sales — The Foundation invests directly with some managers whose strategies include shorting securities in accordance with investment management agreements. Shorting securities refers to selling investments that the manager may or may not own in anticipation of a decline in the price of such securities or in order to hedge portfolio positions, with the obligation to purchase such investments at a future date. The Foundation also invests in partnerships and other private investment vehicles that also engage in short selling. These securities have market risk to the extent that the Foundation's managers, in satisfying their obligations, may have to repurchase securities at a higher amount than that for which they were sold.

Investment Redemptions Receivable — This receivable primarily represents withdrawals from hedge funds deemed effective on December 31, 2007, and for which cash was subsequently received between January and April 2008.

Property and Equipment — Property and equipment is stated at cost and depreciated using the straight-line method over estimated useful lives of the assets ranging from 3 to 10 years. Leasehold improvements are amortized over the lesser of the asset's useful life or the lease term.

Grants — Grants are expensed when the unconditional promise to give is approved by the Board of Directors. Conditional promises to give, consisting primarily of grants with matching requirements, are recognized as grant expense in the period in which the recipient meets the terms of the condition. Such conditions may also include other requirements, such as the requirement for a newly formed organization to successfully establish its 501(c)(3) status before the grant becomes unconditional. Grant refunds are recorded as a reduction of grant expense at the time the Foundation becomes aware the grant will be refunded.

Functional Expense Allocations — Expenses, such as salaries and payroll taxes, travel and meeting expense, depreciation and amortization, and rent, are allocated among investment expenses and program administration expenses based on employee ratios and estimates made by the Foundation's management.

Pension Plan — The Foundation provides a defined contribution pension plan for all its employees. The plan is funded by the Foundation and maintained by an independent trustee. Contributions to the plan were approximately \$880,000 and \$698,000 in 2007 and 2006, respectively.

NOTES TO FINANCIAL STATEMENTS

As of and for the years ended December 31, 2007 and 2006

Effective April 1, 2006, the The James Irvine Foundation adopted a deferred compensation plan for a select group of highly compensated or management employees under Internal Revenue Code Section 457(b). Subject to statutory limits, the Foundation contributes to the plan on behalf of eligible employees that did not receive their full contributions to the James Irvine Foundation Money Purchase Plan due to the IRS limits covering that plan. In addition, employees with an annual base salary of \$150,000 or above are eligible to make voluntary contributions. The Foundation's contributions to the plan were approximately \$39,000 and \$31,000 during 2007 and 2006, respectively.

Estimated Fair Value of Financial Instruments— The carrying amounts of cash, receivable from sales of securities, interest and dividends receivable, accounts payable and other accrued liabilities, and payable for purchases of securities approximate fair value because of the short maturity of these financial instruments. Investments are held at estimated fair value. The alternative investments represent investments in limited partnerships, hedge funds, private real estate investment trusts, and other nonpublic investments, which include nonmarketable and restricted investment securities whose values have been estimated by the general partner of the limited partnership or the managing member of the corporation in the absence of readily ascertainable market values. Because of the inherent uncertainty of valuation of nonmarketable and restricted investments, those estimated values may differ significantly from the values that would have been used had a ready market for the securities existed, and the differences could be material. The carrying amount of grants payable approximates fair value because such liabilities are recorded at estimated net present value based on anticipated future cash flows.

Concentrations of Credit Risk— Financial instruments, which potentially subject the Foundation to credit risk, consist primarily of cash, cash equivalents, and investments. The Foundation maintains cash and cash equivalents with major financial institutions. At times, such amounts may exceed Federal Deposit Insurance Corporation limits. The Foundation's investments have been placed with high-quality counter parties. The Foundation closely monitors these investments and has not experienced significant credit losses.

Tax Exempt Status— The Foundation is a private foundation and is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code (the "Code") and from California franchise and/or income taxes under Section 23701(d) of the Revenue and Taxation Code.

NOTES TO FINANCIAL STATEMENTS

As of and for the years ended December 31, 2007 and 2006

Use of Estimates—The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions. These estimates and assumptions affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Significant accounting estimates reflected in the Foundation's financial statements include the determination of the fair value of investments (including alternative investments), the discount on grants payable, the calculation of federal excise taxes expense, and the functional expense allocation. Actual results could differ from those estimates.

Change in Presentation—In 2007, the Foundation changed its financial statement presentation of operating gain (loss) from its investment partnerships. The Foundation had previously recorded operating gain (loss) from these investments as a separate line item in investment income. Starting in 2007 (and presented retroactively to 2006 for consistency), the Foundation now consolidates this activity in the net realized and unrealized gains (losses) on investments.

NOTE 3. INVESTMENTS

Investments are stated at quoted market prices or estimated fair values, which are based on independent valuations. The net realized and unrealized gains on investments for the years ended December 31, 2007 and 2006, are comprised as follows:

	2007	2006
Net realized gains on investments sold	\$194,631,825	\$ 128,010,937
Net unrealized gains (losses) on investments	(49,805,140)	98,392,919
Net realized and unrealized gains on investments	\$ 144,826,685	\$ 226,403,856

The Foundation made capital contributions totaling \$197,659,074 and \$157,141,123 in 2007 and 2006, respectively, to alternative investments as called for by the investment agreements. As of December 31, 2007, the Foundation has commitments under various investment agreements to make additional capital contributions of \$442,694,599.

NOTES TO FINANCIAL STATEMENTS

As of and for the years ended December 31, 2007 and 2006

NOTE 4. PROPERTY AND EQUIPMENT

Property and equipment as of December 31, 2007 and 2006, consists of:

	2007	2006
Office furniture and equipment	\$ 1,393,739	\$ 1,097,106
Leasehold improvements	1,543,507	862,931
Total	2,937,246	1,960,037
Accumulated depreciation and amortization	(1,064,171)	(848,036)
Property and equipment – net	\$ 1,873,075	\$ 1,112,001

NOTE 5. GRANTS

The following table summarizes for the years ended December 31, 2007 and 2006, the Foundation's grant activity:

	2007	2006
Grants approved by the Board of Directors	\$ 74,692,871	\$ 68,860,108
Add (deduct):		
Conditional grants made	(322,500)	(4,435,000)
Conditions met on conditional grants made in prior years	4,597,500	2,420,664
Change in discounts on multiyear grants – net	100,671	(298,401)
Matching gifts program	408,232	245,450
Conditional grant activity and other – net	4,783,903	(2,067,287)
Grant expense – net	\$ 79,476,774	\$ 66,792,821

Future minimum grant disbursements as of December 31, 2007, are scheduled as follows:

	Unconditional	Conditional
2008	\$ 30,850,800	\$ 77,500
2009	8,738,500	195,000
2010	512,500	50,000
Total	40,101,800	322,500
Less discounts on multiyear grants	(528,268)	
Grants payable – net	\$ 39,573,532	\$ 322,500

NOTES TO FINANCIAL STATEMENTS

As of and for the years ended December 31, 2007 and 2006

NOTE 6. EXCISE AND INCOME TAXES

In accordance with the applicable provisions of the Code, the Foundation is subject to an excise tax of 2% (1% if minimum payout requirements prescribed by the Code are met) on its net investment income, excluding unrealized gains, as defined, and is subject to corporate income tax rates on unrelated business income. The Foundation was subject to the 1% rate in 2007 and 2% rate in 2006. In addition, the Code requires that certain minimum distributions be made in accordance with a specified formula. At December 31, 2007 and 2006, the Foundation had made the required minimum distributions.

Deferred excise taxes arise primarily from unrealized gains on investments. At December 31, 2007, deferred federal excise tax is estimated at 2%, which is the maximum rate payable.

The provision for current and deferred federal excise and income taxes for the year ended December 31, 2007 and 2006, is as follows:

	2007	2006
Current	\$ 2,251,450	\$ 1,674,634
Deferred	(1,002,241)	1,904,886
Excise and income tax expense	\$ 1,249,209	\$ 3,579,520

NOTE 7. LEASE COMMITMENTS

The Foundation leases its facilities under long-term noncancelable operating leases. Approximate future minimum lease payments, subject to adjustments based on changes in real property taxes and maintenance expenses, as of December 31, 2007, are as follows:

Year Ending December 31	Total
2008	\$ 706,965
2009	691,074
2010	715,301
2011	742,507
2012	749,611
Thereafter	1,790,532
Total	\$ 5,395,990

Rental expense was approximately \$542,000 and \$447,000 in 2007 and 2006, respectively.

NOTES TO FINANCIAL STATEMENTS

As of and for the years ended December 31, 2007 and 2006

NOTE 8. RESTATEMENT (SECURITIES LENDING)

Through a securities lending program, managed by its investment custodian, the Foundation loans certain marketable securities included in its investment portfolio. The Foundation's investment custodian has indemnified the Foundation against the counterparty risk. The custodian's loan agreements require the borrowers to maintain collateral in the form of cash or securities equal to 102 percent to 105 percent of the fair value of the securities loaned. The Foundation maintains control over the collateral and also continues to receive interest or dividends on the securities loaned. Gain or loss in the fair value of the securities loaned that may occur during the term of the loan will be for the account of the Foundation. The Foundation has the right under the lending agreement to recover the securities from the borrower on demand.

The value of securities on loan at December 31, 2007 and December 2006, was \$146,131,524 and \$198,551,515, respectively. The value of collateral received at December 31, 2007 and 2006, was \$150,949,346 and \$204,667,241 respectively.

Subsequent to the issuance of the Foundation's 2006 financial statements, the Foundation determined that its method of accounting for its securities lending program should have reflected securities lending collateral received as a liability on the statement of financial position with a related asset for the securities lending collateral invested in cash equivalents. The Foundation had previously netted the liability against the related asset. Therefore, the accompanying 2006 statement of financial position has been restated for this correction to reflect the \$204,667,241 liability in payable under securities lending program and related asset in cash equivalents – collateral under securities lending program. The restatement has no impact on net assets.

The 2006 statement of cash flows has also been restated to reflect the change in securities lending program of \$13,413,207 in cash flows from financing activities, and an increase of cash and cash equivalents in the beginning of year and end of year of \$191,254,034 and \$204,667,241, respectively.

BOARD OF DIRECTORS

August 2008

Gary B. Pruitt (Chair)

Chairman, President and
Chief Executive Officer
The McClatchy Company
Sacramento

Toby Rosenblatt (Vice Chair)

President
Founders Investments Ltd.
San Francisco

James E. Canales

President and Chief Executive Officer
The James Irvine Foundation
San Francisco

Gregory M. Avis

Founding Managing Partner
Summit Partners
Palo Alto

Jane W. Carney

Partner
Roth Carney Knudsen LLP
Riverside

Paula A. Cordeiro

Dean
School of Leadership and Education Sciences
University of San Diego
San Diego

Frank H. Cruz

President
Cruz and Associates
Laguna Niguel

David Mas Masumoto

Farmer and author
Del Rey

Regina Liang Muehlhauser

President (retired)
Bank of America San Francisco
Pleasanton

Molly Munger

Co-Founder and Partner
English, Munger & Rice
Los Angeles

Steven A. Schroeder

Distinguished Professor of Health and
Health Care
Department of Medicine
University of California, San Francisco
San Francisco

Isaac Stein

Founder and President
Waverley Associates
Menlo Park

Peter J. Taylor

Managing Director
Lehman Brothers
Los Angeles

Lydia M. Villarreal

Judge
California Superior Court, Monterey County
Salinas

CORPORATE OFFICERS

Gary B. Pruitt

Chair

Toby Rosenblatt

Vice Chair

James E. Canales

President and Chief Executive Officer

John R. Jenks

Chief Investment Officer and Treasurer

Daniel Olias Silverman

Director of Communications and Corporate Secretary

STAFF

August 2008

EXECUTIVE OFFICE

James E. Canales

President and Chief Executive Officer

Kristin Nelson

Executive Assistant

PROGRAM

Martha S. Campbell

Vice President for Programs

Kevin Rafter

Special Assistant to the Vice President for Programs

Anne K. Vally

Special Initiatives Officer

ARTS

John E. McGuirk

Program Director

Ted Russell

Senior Program Officer

Jeanne Sakamoto

Senior Program Officer (Los Angeles)

Rick Noguchi

Program Officer (Los Angeles)

Helen Wills

Program Associate

CALIFORNIA PERSPECTIVES

Amy Dominguez-Arms

Program Director

Latonya Slack

Senior Program Officer (Los Angeles)

Kala Venugopal Shah

Program Officer

Stephanie Lai

Program Associate

YOUTH

Anne B. Stanton

Program Director

Matthew Kelemen

Senior Program Officer

Rogéair Purnell

Senior Program Officer

Anna Basallaje

Program Associate

COMMUNICATIONS

Daniel Olias Silverman

*Director of Communications and
Corporate Secretary*

Alex Barnum

Communications Officer

Ray Delgado

*Communications Manager and Assistant
Corporate Secretary*

Thuy Nguyen

Communications Associate

FINANCE AND

ADMINISTRATION

John R. Jenks

Chief Investment Officer and Treasurer

Jeffrey P. Malloy

Director of Finance and Administration

Betty Bui

Human Resources Manager

Micky Shirley

Administrative Assistant

ACCOUNTING

Colette Clark

Controller

Jayadi Kusumah

Senior Accountant

Ferdie Sarmiento

Staff Accountant

GRANTS ADMINISTRATION

Kelly Martin

Director of Grants Administration

Kenji Treanor

Grants Manager

Tiauna George

Grants Assistant

Drusilla Jones

Administrative Assistant

INFORMATION TECHNOLOGY

Jeff Brandenburg

Director of Technology

Gerald Spica

Senior Systems Administrator

INVESTMENTS

Seck-Eng Tan

Director of Investments

Anne A. Matlock

Manager of Investments

Stephen Mulholland

Investment Analyst

OPERATIONS

Ann K. Gomes

Operations Manager

Monique Watts

Office Manager and

Administrative Assistant (Los Angeles)

Akiah Tom

Accounts Payable Specialist and Receptionist

the **James Irvine** foundation
Expanding Opportunity for the People of California

575 MARKET STREET, SUITE 3400
SAN FRANCISCO, CALIFORNIA 94105
415.777.2244

865 SOUTH FIGUEROA, SUITE 2308
LOS ANGELES, CALIFORNIA 90017
213.236.0552

WWW.IRVINE.ORG