

THE JAMES IRVINE FOUNDATION

EXPANDING

OPPORTUNITY

FOR THE PEOPLE

OF CALIFORNIA

ANNUAL REPORT FOR 2008

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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.

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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

The work of philanthropy requires the careful management of various creative tensions. Chief among them is balancing the need for foundations to be strategic and focused with the reality that the environment in which we do our work is constantly changing. 2008 made this tension even more resonant for us at the Irvine Foundation, in view of both the recession facing our country and the particular implications of this downturn for California, which is the focus of our work.



James E. Canales  
President and  
Chief Executive Officer

2008 also represented the five-year mark since the Board of Directors established our current set of grantmaking programs in 2003, following a comprehensive strategic planning process. As such, the past year provided us with an opportunity to review what we had learned, to increase support for those approaches that had worked best and to take advantage of new opportunities to advance further our programmatic goals. In view of the new economic realities, this process of program refinement took on even greater importance as we anticipate reduced resources in the years to come.

In looking back at 2008, this annual letter will describe the strategy changes we undertook in each of our core grantmaking programs and will also review the impact of the recession on the Foundation's finances and the implications for the future.

We are targeting our grantmaking in ways that take advantage of new opportunities and that we believe will make the greatest difference for the people of California.

## **Program Refinements**

In the **Youth** program, given our goal of increasing the number of low-income youth in California who graduate high school on time and earn a postsecondary credential by age 25, we decided in 2008 to focus our grantmaking in a more targeted way on multiple pathways, which we consider a particularly promising approach to high school reform and California's dropout crisis. Multiple pathways are comprehensive programs of study that engage and challenge students with academically rigorous teaching combined with technical and work-based learning.

As part of our program refinement efforts in 2008, we commissioned a major analysis of the multiple pathways field in order to identify key opportunities and challenges for making multiple pathways programs available to high school students on a much wider scale throughout California. This field assessment will help guide our grantmaking as we engage beyond individual school sites by helping school districts implement whole systems of multiple pathways programs.

In the **California Democracy** program – we changed the name from California Perspectives earlier this year to more clearly reflect the nature of our grantmaking in this area – we will focus on two major areas: governance reform and civic engagement. And within these areas, we are targeting our grantmaking in ways that take advantage of new policy and political opportunities and that we believe will make the greatest difference for the people of California.

We have adapted our programs based on both the ever-shifting external environment as well as what we've learned over the past few years about what is working.

As an example, the state's current budget crisis has provided a unique opportunity for promoting fiscal reforms at the state level. California Forward, the bipartisan reform effort that Irvine is supporting along with four other major California foundations, has put together a set of proposals, such as performance-based budgeting, that would dramatically improve our state fiscal process. Thanks to California Forward's inclusive approach, there is now bipartisan-supported legislation moving through the Legislature to implement these reforms.

In the **Arts** program, our strategy refinement work is currently under way and will conclude in 2009. We laid the groundwork for this process in 2008 with the publication of a study about cultural engagement in our priority regions, the San Joaquin Valley and Inland Empire. The report revealed a wealth of cultural activity in California's inland regions and identified the need for funders to adopt a more inclusive definition of cultural engagement that covers nontraditional venues.

2008 was also an important year for two of Irvine's signature Arts initiatives. The Arts Regional Initiative added a third group of grantees with grants to improve organizational capacity at 14 leading arts institutions in the Central Coast. And the Arts Innovation Fund made grants to four more of the state's premier cultural institutions to help them advance their artistic vision and deliver innovative programming.

These brief program descriptions summarize what has been a comprehensive process to adapt our programs based on both the ever-shifting external environment as well as what we've learned over the past few years about what is working. We refer readers to more detailed descriptions of these refinements

available through our Web site and through Q&As conducted with our program directors and published in recent issues of the *Irvine Quarterly*, our online newsletter.

In the pages that follow within this Annual Report, you'll find descriptions of important achievements in each of our programs as well as a comprehensive listing of our grants for 2008. Another important resource for understanding the Foundation's work last year is our 2008 Annual Performance Report, which looks beyond the outcomes of our grantmaking to other ways that Irvine advances its mission. That document is also available on our Web site.

We remain committed to pursuing the ambitious, long-term goals that our board adopted five years ago.

### **A New Economic Reality**

No review of 2008 would be complete without a discussion of the economic downturn. It was a watershed year for most private foundations, marking the end of several years of growing endowments and expanded grantmaking. With the precipitous drop in the financial markets, most foundations now face a new era of scarcer resources requiring difficult decisions ahead – even as the nonprofit organizations we support are themselves facing increased demand and unprecedented challenges.

With the decline in the value of Irvine's endowment, our overall grantmaking will certainly be reduced going forward. At the same time, we are committed to supporting our three core programs of Arts, California Democracy and Youth, so that they can continue to pursue the ambitious, long-term goals that our board adopted five years ago. Moreover, we take the view that the current economic realities may actually present us with new opportunities to advance our goals and deepen our impact in these core program areas.

The new economic realities provide another reason to continue refining and reassessing our program strategies for greater impact.

Before the downturn in the economy, the previous five years had been a period of significant growth for the Foundation, with our annual grantmaking budget increasing more than 50 percent from \$50.5 million in 2003 to \$77.9 million in 2008. But with the drop in the financial markets, the value of our endowment has declined by about 32 percent. Unfortunately, this means that our grantmaking will certainly be less in 2009 and 2010, even with the smoothing formula that we use to decrease fluctuations from year to year.

Even so, the impact on our grantmaking will be minimized because of the way we managed our growth in recent years. The increase in our grantmaking budget over the past five years was not used to launch major new program areas, but instead was held in reserve to augment program budgets during each year and to pursue Cross-Program initiatives or one-time grantmaking opportunities. So, as we look at reducing our overall grantmaking in future years, it will be these other areas that will absorb the reduction in grants, lessening the impact on our core programs.

Despite the challenges that the current economic environment presents, we remain committed to pursuing the ambitious, long-term goals adopted five years ago. Indeed, the new economic realities provide another reason to continue refining and reassessing our program strategies for greater impact, a process that was already in progress before the recession hit.

This is certainly not the first economic downturn in the Foundation's 72-year history, nor will it be the last, and as the largest multipurpose foundation dedicated to serving the people of California, Irvine must continue to address some of



the major, long-term challenges facing our state. We remain optimistic about the future because we continue to have the privilege of supporting dedicated and talented leaders, who remind us daily of the importance of innovation, optimism and sheer hard work in the face of the obstacles before us. It is the spirit that they bring to these times that motivates and energizes all of us at Irvine, and we look forward to our continued partnerships to expand opportunity for the people of California.

Sincerely,

A handwritten signature in black ink, appearing to read "James E. Canales". The signature is fluid and cursive, with a large initial "J" and "C".

James E. Canales

President and Chief Executive Officer

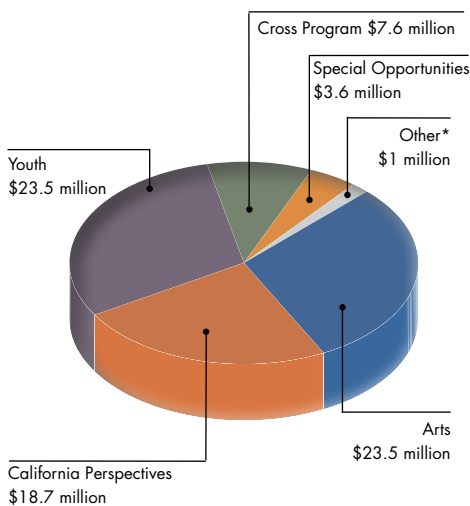
July 2009

# THE JAMES IRVINE FOUNDATION 2008 GRANTS

In 2008, the Foundation approved 279 grants totaling \$77.9 million, the largest amount in Irvine's history.

## 2008 GRANTS ALLOCATION

Foundation Total \$77.9 million



\*Includes memberships, sponsorships and discretionary grants.

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

- Grants in our core program areas: Arts, California Perspectives and Youth (In 2009, we refined the focus of our California Perspectives program and changed its name to California Democracy.)
- Cross-Program grants that relate to the goals of two or more programs or to the Foundation's cross-cutting principles
- Grants to intermediary organizations that regrant Irvine dollars to other nonprofit organizations in their local communities or fields of work

For current information about our grantmaking programs, priorities and funding guidelines, please visit our Web site, [www.irvine.org](http://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 Democracy 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](http://www.irvine.org).

## Highlights of 2008

- We launched the Creative Connections Fund to support small and midsize organizations through an open, competitive application process. Grants totaling \$1.8 million were awarded to 47 organizations across the state working in all artistic disciplines.
- In October, we added a third cohort of grantees to our Arts Regional Initiative, awarding \$3.8 million in grants to strengthen 14 leading arts institutions in the Central Coast region. Earlier rounds of grants focused on the Central Valley in 2007 and the Inland Empire in 2006.
- We published a study about cultural engagement in the San Joaquin Valley and the Inland Empire, the latest piece of Irvine-supported research looking at emerging issues in arts and philanthropy. The report uncovered a range of cultural activity happening outside of the boundaries of established arts programs.

# 2008

# 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.

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Our Arts program makes grants in the following areas:

- **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 addition, we support small and midsize arts organizations through the following open, competitive grants program:

- **Creative Connections Fund:** Support creativity and the expansion of diverse, relevant cultural offerings in local communities across California.

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In 2008, the Arts program awarded 135 grants totaling \$23.5 million.

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## Artistic Creativity

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

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### AMERICAN COMPOSERS FORUM OF SAN FRANCISCO

SAN FRANCISCO

For the Subito regranting program, providing career support to composers throughout California.

\$300,000 / 36 months

### THE BAY AREA VIDEO COALITION

SAN FRANCISCO

For the Frameworks Program, which supports the creation of high-quality, socially relevant media artworks by a diverse new generation of artists.

\$200,000 / 24 months



### CALIFORNIA SHAKESPEARE THEATRE

BERKELEY

For “New Works/New Communities,” a collaborative, community-driven program for creating new plays and engaging diverse communities.

\$200,000 / 36 months

### CENTER FOR CULTURAL INNOVATION

LOS ANGELES

To support regranting, training and new program tools and strategies for California artists.

\$1,500,000 / 36 months

### CORNERSTONE THEATER COMPANY

LOS ANGELES

To train and support community artists and develop new works of community-based theater.

\$375,000 / 36 months

### CORNERSTONE THEATER COMPANY

LOS ANGELES

For an assessment of the Cornerstone Institute and comprehensive strategic planning.

\$35,000 / 9 months

### HEYDAY INSTITUTE

BERKELEY

For the expansion of publications and partnerships in the Central Valley and Inland Empire.

\$300,000 / 36 months

### LULA WASHINGTON CONTEMPORARY DANCE FOUNDATION

LOS ANGELES

For the creation of new choreography for the company’s 30th anniversary and to support dancer salaries.

\$150,000 / 36 months

### MAGIC THEATRE

SAN FRANCISCO

To support the development and presentation of new works of theater under new artistic leadership.

\$150,000 / 24 months

### MALASHOCK DANCE COMPANY

SAN DIEGO

To enhance the artistic capability of the company by strengthening its operations, leadership and strategic planning.

\$190,000 / 36 months

### OBERLIN DANCE COLLECTIVE

SAN FRANCISCO

For “InnerState,” a statewide touring project for dance artists and presenters serving both rural and urban areas in California.

\$450,000 / 36 months

### OBERLIN DANCE COLLECTIVE

SAN FRANCISCO

For the articulation of a new organizational structure, leadership system and related processes and development of a business plan for the new ODC Theater.

\$35,000 / 12 months

### POETS & WRITERS

LOS ANGELES

To support writers through the California Readings/Workshops and California Writers Exchange programs, providing financial and technical assistance to writers participating in public literary events throughout California.

\$400,000 / 36 months

### SAN JOSE INSTITUTE OF CONTEMPORARY ART

SAN JOSE

To support the creation and presentation of new work by emerging and midcareer artists through solo exhibitions, residencies and related educational activities.

\$75,000 / 36 months

**SAN JOSE REPERTORY THEATRE**

SAN JOSE

For an executive search for the position of Artistic Director.

\$21,000 / 6 months

**SOUTHERN CALIFORNIA ASIAN AMERICAN STUDIES CENTRAL**

LOS ANGELES

To support the Armed with a Camera program for emerging media artists.

\$150,000 / 36 months

**THEATREWORKS**

PALO ALTO

For the expansion of the New Works Initiative, a musical theater development program.

\$300,000 / 36 months

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**ARTIST RESIDENCY PROGRAMS**

Foster the careers and creativity of individual visual artists from diverse communities across the state by recognizing and supporting their work through California artist residency programs.

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**18TH STREET ARTS CENTER**

SANTA MONICA

To support California artists to create new works and engage with audiences.

\$225,000 / 36 months

**ALLIANCE OF ARTISTS COMMUNITIES**

PROVIDENCE, R.I.

For the Visions from the New California awards program, recognizing the work of California visual artists from diverse communities through California artist residency programs.

\$525,000 / 48 months

**DJERASSI RESIDENT ARTISTS PROGRAM**

WOODSIDE

To support residencies for diverse California artists and related public programming.

\$180,000 / 36 months

**HEADLANDS CENTER FOR THE ARTS**

SAUSALITO

To support residencies for California artists and implement new outreach strategies to reach diverse artists from non-urban areas of the state.

\$225,000 / 36 months

**KALA INSTITUTE**

BERKELEY

To provide residencies for California visual artists that include access to high-quality facilities and equipment, professional development and exhibition opportunities.

\$225,000 / 36 months

**MONTALVO ASSOCIATION**

SARATOGA

To provide residencies for emerging and midcareer California artists.

\$225,000 / 36 months

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

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**ANGELS GATE CULTURAL CENTER**

SAN PEDRO

For expanded public programs and the development of a communications plan to increase visibility and audience participation.

\$150,000 / 36 months

**ANGELS GATE CULTURAL CENTER**

SAN PEDRO

For the development of a communications and marketing plan.

\$15,000 / 12 months

**AUTRY NATIONAL CENTER**

LOS ANGELES

For “Nuestra Voz,” an outreach initiative to increase Latino engagement in museum programs.

\$325,000 / 36 months

**CHHANDAM CHITRESH DAS DANCE COMPANY**

SAN FRANCISCO

To support program expansion in Los Angeles and Orange County.

\$100,000 / 24 months

**CULTURAL COUNCIL OF SANTA CRUZ COUNTY**

SANTA CRUZ

For regranteeing to diverse arts organizations and individual artists in Santa Cruz County.

\$150,000 / 36 months



**HUC SKIRBALL CULTURAL CENTER**

LOS ANGELES

For “Viva! Celebrating the Americas,” a multiyear initiative focused on engaging the Jewish and Latin American communities of Los Angeles through the presentation of artists and programs featuring the intersection between the two cultures.

\$300,000 / 36 months

**LOS ANGELES CHAMBER ORCHESTRA SOCIETY**

LOS ANGELES

To broaden the orchestra’s presence in two geographically distinct Los Angeles communities and enhance outreach and education opportunities for new and core audiences through electronic media.

\$300,000 / 36 months

**MEET THE COMPOSER**

NEW YORK, N.Y.

To support the presentation and appreciation of new works by living composers throughout California.

\$100,000 / 24 months

**MUSEUM OF LATIN AMERICAN ART**

LONG BEACH

For market research and planning for an audience development and community outreach initiative.

\$50,000 / 6 months

**NEW CONSERVATORY THEATRE CENTER**

SAN FRANCISCO

For the geographic expansion of the YouthAware touring program into the Central Valley and rural Northern California, and for technology upgrades.

\$150,000 / 36 months

**NINTH STREET MEDIA CONSORTIUM**

SAN FRANCISCO

To increase access to and understanding of independent film through low-cost exhibition opportunities for filmmakers and media arts organizations.

\$225,000 / 36 months

**NINTH STREET MEDIA CONSORTIUM**

SAN FRANCISCO

For strategic, financial and technology planning.

\$27,000 / 7 months

**ORANGE COUNTY PERFORMING ARTS CENTER**

COSTA MESA

To support the 2008 and 2009 Fall for Dance festivals showcasing several diverse dance companies, including California-based companies.

\$200,000 / 24 months

**PACIFIC ASIA MUSEUM**

PASADENA

For executive and board leadership development.

\$15,000 / 6 months

**PACIFIC ASIA MUSEUM**

PASADENA

For the Community-based Outreach Initiative, to diversify the museum’s audience through targeted outreach and expanded programming.

\$300,000 / 36 months

**SAN FRANCISCO SYMPHONY**

SAN FRANCISCO

To support a seven-concert California tour.

\$100,000 / 8 months

**SOUTH COAST REPERTORY**

COSTA MESA

To implement a market research and Web development initiative aimed at increasing audiences and deepening participation.

\$150,000 / 18 months

**TEATRO VISION**

SAN JOSE

To develop and implement an executive transition plan and for strategic planning.

\$20,000 / 6 months

**UNIVERSITY OF SOUTHERN CALIFORNIA**

LOS ANGELES

To expand and diversify the coverage of KUSC’s arts reports, and to broadcast concerts of smaller ensembles.

\$300,000 / 36 months





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## Arts Leadership

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

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### ARTISTIC INNOVATION FUND

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

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#### CENTER THEATRE GROUP OF LOS ANGELES LOS ANGELES

To explore new strategies for developing and producing new work, and for attracting and engaging diverse audiences.

\$750,000 / 36 months

#### MUSEUM OF CONTEMPORARY ART LOS ANGELES

For "MOCA Think Tank," an experimental residency project for artist-run organizations to present conceptual programs at the museum.

\$320,000 / 12 months

#### OAKLAND MUSEUM OF CALIFORNIA FOUNDATION OAKLAND

For professional development and learning from peer institutions on innovation and organizational change.

\$10,000 / 6 months



#### OLD GLOBE THEATRE SAN DIEGO

To implement the Southeastern San Diego Residency Project to serve as an artistic resource for students and residents.

\$750,000 / 36 months

#### SAN FRANCISCO BALLET ASSOCIATION SAN FRANCISCO

To launch an electronic media initiative to broaden its artistic and audience-development efforts.

\$900,000 / 36 months

#### FOUNDATION-ADMINISTERED PROJECT SAN FRANCISCO

For a Foundation-Administered Project to convene grantees funded through the Artistic Innovation Fund and provide technical assistance for them.

\$19,698 / 3 months

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### ARTS REGIONAL INITIATIVE

Improve the financial sustainability, management, governance and growth capacity of leading arts organizations in selected regions of the state.

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#### CABRILLO FESTIVAL OF CONTEMPORARY MUSIC

SANTA CRUZ

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

\$225,000 / 36 months

#### KUUMBWA JAZZ CENTER SANTA CRUZ

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

\$250,000 / 36 months

#### LOBERO THEATRE FOUNDATION SANTA BARBARA

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

\$325,000 / 36 months

#### MONTEREY MUSEUM OF ART MONTEREY

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

\$300,000 / 36 months

#### MONTEREY SYMPHONY MONTEREY

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

\$275,000 / 36 months

**MUSEUM OF VENTURA COUNTY**

VENTURA

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

\$275,000 / 36 months

**NATIONAL STEINBECK CENTER**

SALINAS

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

\$275,000 / 36 months

**OJAI MUSIC FESTIVAL**

OJAI

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

\$250,000 / 36 months

**RUBICON THEATRE COMPANY**

VENTURA

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

\$325,000 / 36 months

**SAN LUIS OBISPO ART CENTER**

SAN LUIS OBISPO

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

\$225,000 / 36 months

**SANTA BARBARA OPERA ASSOCIATION**

SANTA BARBARA

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

\$275,000 / 36 months

**SANTA BARBARA SYMPHONY ORCHESTRA ASSOCIATION**

SANTA BARBARA

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

\$275,000 / 36 months



**STATE STREET BALLET**

SANTA BARBARA

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

\$250,000 / 36 months

**SUNSET CULTURAL CENTER**

CARMEL-BY-THE-SEA

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

\$300,000 / 36 months

**TCC GROUP**

NEW YORK, N.Y.

To continue the assessment of phase one of the Arts Regional Initiative, an initiative to build the capacity of regional arts organizations in Southern California, the Central Valley and Central Coast.

\$400,000 / 36 months

**TCC GROUP**

NEW YORK, N.Y.

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

\$850,000 / 12 months

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## Special Projects

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**ARTS FOR LA**

LOS ANGELES

To support annual convenings in 2008 and 2009 of the arts community in Los Angeles.

\$15,000 / 24 months

**BALBOA PARK CULTURAL PARTNERSHIP**

SAN DIEGO

For a strategic planning process and development of a communications plan.

\$35,000 / 9 months

**CHORUS AMERICA: ASSOCIATION OF PROFESSIONAL VOCAL ENSEMBLES**

WASHINGTON, D.C.

To support the Chorus Impact Study in California.

\$40,000 / 14 months

**THE COMMUNITY FOUNDATION**

RIVERSIDE

To develop a cultural plan for Riverside that can be used as a model for other communities in the Inland Empire.

\$60,000 / 9 months

**THE FOUNDATION CENTER**

NEW YORK, N.Y.

To provide eight workshops in effective proposal writing to arts organizations in priority regions throughout California.

\$43,000 / 12 months



**THE FOUNDATION CENTER**

NEW YORK, N.Y.

To provide nine workshops in effective grantwriting to arts organizations in inland and rural parts of California.

\$40,000 / 6 months

**FRESNO ART MUSEUM**

FRESNO

To support an executive search and transition.

\$15,000 / 6 months

**MOVIMIENTO DE ARTE Y CULTURA LATINO AMERICANA DE SAN JOSE**

SAN JOSE

For an executive search and transition and for core organizational support.

\$50,000 / 12 months

**NATIONAL OPINION RESEARCH CENTER AT THE UNIVERSITY OF CHICAGO**

CHICAGO, ILL.

To include eight California communities in a national research study focused on teaching artists.

\$100,000 / 24 months

**PASADENA PLAYHOUSE**

PASADENA

To research and pilot a collective of theater companies sharing resources, ideas, products and services.

\$100,000 / 12 months

**SAN LUIS OBISPO COUNTY COMMUNITY FOUNDATION**

SAN LUIS OBISPO

For regranting to small and midsize arts organizations in San Luis Obispo County.

\$33,000 / 36 months

**SANTA BARBARA FOUNDATION**

SANTA BARBARA

For regranting to small and midsize arts organizations in Santa Barbara County.

\$50,000 / 24 months

**SOUTHERN CALIFORNIA GRANTMAKERS**

LOS ANGELES

To produce the “Arts in the Balance: Arts Funding in Los Angeles County,” a survey of arts giving by public and private funders.

\$30,000 / 9 months

**FOUNDATION-ADMINISTERED PROJECT**

SAN FRANCISCO

For a Foundation-Administered Project to support research and communications activities to reframe and promote cultural engagement across the state.

\$12,144 / 3 months

**FOUNDATION-ADMINISTERED PROJECT**

SAN FRANCISCO

For a Foundation-Administered Project to support research on the next generation of arts leaders in California, with related convening and dissemination activities.

\$56,326 / 6 months

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**COMMUNITIES ADVANCING THE ARTS**

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

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**COMMUNITY FOUNDATION FOR MONTEREY COUNTY**

MONTEREY

To increase individual giving to the arts in Monterey County.

\$400,000 / 36 months

**COMMUNITY FOUNDATION SONOMA COUNTY**

SANTA ROSA

To increase individual giving to the arts in Sonoma County.

\$500,000 / 36 months

**ORANGE COUNTY COMMUNITY FOUNDATION**

IRVINE

To increase individual giving to the arts in Orange County.

\$500,000 / 36 months

**SACRAMENTO REGION COMMUNITY FOUNDATION**

SACRAMENTO

To increase individual giving to the arts in the greater Sacramento region.

\$450,000 / 36 months

**SAN DIEGO FOUNDATION**

SAN DIEGO

To increase individual giving to the arts in the San Diego region.

\$450,000 / 36 months



#### THE SAN FRANCISCO FOUNDATION

SAN FRANCISCO

To increase individual giving to the arts and galvanize support for individual artists in the Bay Area.

\$400,000 / 36 months

#### VENTURA COUNTY COMMUNITY FOUNDATION

CAMARILLO

To increase individual giving to the arts in Ventura County.

\$450,000 / 36 months

#### WILLIAMS GROUP

GRAND RAPIDS, MICH.

To provide communications support to 13 California community foundations to help increase individual giving to the arts and communicate to donors and the arts community the achievements of the Communities Advancing the Arts initiative.

\$14,000 / 3 months

#### WILLIAMS GROUP

GRAND RAPIDS, MICH.

To provide strategic communications support and facilitate learning across 13 California community foundations that seeks to increase individual giving to the arts.

\$600,000 / 36 months



## Creative Connections Fund

Support creativity and the expansion of diverse, relevant cultural offerings in local communities across California through an open, competitive grants program.

### ARTISTIC CREATIVITY

#### ABOUT PRODUCTIONS

PASADENA

To create an interdisciplinary, site-specific theater work set in an Angelino Heights house.

\$30,000 / 24 months

#### THE ACTORS' GANG

CULVER CITY

To support the creation and production of *Cymbeline*, an original family friendly adaptation of the Shakespeare classic for all audiences.

\$25,000 / 12 months

#### BOXTALES THEATRE COMPANY

SANTA BARBARA

For the creation, presentation and touring of an original adaptation of an ancient Sanskrit poem.

\$40,000 / 24 months

#### CALIFORNIA INSTITUTE OF THE ARTS

VALENCIA

To support REDCAT's Studio and New Original Works Fest featuring local emerging artists.

\$50,000 / 24 months

#### CHINESE HISTORICAL SOCIETY OF AMERICA

SAN FRANCISCO

To develop a full-length performance by renowned author, singer/songwriter and theater performer William "Charlie" Chin.

\$35,000 / 12 months

#### CLAREMONT MUSEUM OF ART

CLAREMONT

To support the creation and presentation of a public art project by art collective 10lb Ape.

\$25,000 / 12 months

#### COUNTERPULSE

SAN FRANCISCO

For a festival, residency and commissioning program to support artists who are using traditional performance forms as a basis for experimentation and innovation.

\$50,000 / 24 months

#### DEAF WEST THEATRE

NORTH HOLLYWOOD

To support the development and production of the Los Angeles premiere of Kenneth Albers' American Sign Language adaptation of the classic play *The Visit*.

\$40,000 / 12 months

#### FOOTHILL THEATRE COMPANY

NEVADA CITY

To support the creation and presentation of a new play for family audiences.

\$31,500 / 18 months

#### LONG BEACH OPERA

LONG BEACH

To develop a site-specific production of two rarely performed operas.

\$35,000 / 12 months

#### LOS ANGELES CHAMBER BALLET

LOS ANGELES

To create and present the ballet premiere of *Time Certain*, a multimedia dance performance joining music, movement and video.

\$46,000 / 24 months

#### MONDAY EVENING CONCERTS

CULVER CITY

To support the Los Angeles premieres of two compositions by composer Gerard Grisey.

\$10,500 / 6 months

#### PACIFIC REPERTORY THEATRE

CARMEL

To support a new playwriting competition for California authors whose winning works will be produced.

\$50,000 / 24 months

#### PACIFIC SERENADES

LOS ANGELES

To commission and premiere eight new chamber music works by Southern California composers.

\$20,000 / 24 months

#### PASADENA MUSEUM OF CALIFORNIA ART

PASADENA

To support the development and presentation of an exhibition in partnership with artists and scientists at the Jet Propulsion Laboratory.

\$30,000 / 12 months

#### RED HEN PRESS

GRANADA HILLS

To publish an anthology of commissioned works by several California authors writing about various state landmarks.

\$30,000 / 24 months



#### SAN DIEGO DANCE THEATER

SAN DIEGO

To generate public awareness of and participation in San Diego dance through the creation and performance of the eleventh and twelfth annual *Trolley Dances*.

\$50,000 / 24 months

#### THE SAN DIEGO MEN'S CHORUS

SAN DIEGO

To support the creation and presentation of a multidisciplinary performance piece commemorating 40 years of the LGBT movement in San Diego.

\$24,000 / 24 months

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### CULTURAL PARTICIPATION

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#### THE AJA PROJECT

SAN DIEGO

To expand the reach of "Journey," the participatory photography after-school program for refugee and immigrant youth, by creating cultural competency materials for high school educators in San Diego.

\$50,000 / 24 months

#### ARTE AMERICAS

FRESNO

To develop visual arts programming relevant to youth audiences in the Central Valley and to train a pool of youth volunteers to support the project's development.

\$44,000 / 24 months

#### ARTS COUNCIL OF KERN

BAKERSFIELD

To broaden, deepen and diversify the audiences and musicians of Kern County Sound, a festival presenting local and culturally diverse music.

\$50,000 / 24 months

#### ARTSCORPSLA

LOS ANGELES

To support outreach programs to engage teens and young adults in the creation of public murals.

\$28,000 / 24 months

#### CELEBRATION THEATRE

LOS ANGELES

To create a comprehensive community outreach program to develop and engage diverse audiences throughout Los Angeles.

\$15,000 / 24 months

#### CENTER FOR THE STUDY OF POLITICAL GRAPHICS

LOS ANGELES

To develop and produce two new traveling exhibitions of historical political posters to reach out to multicultural and underserved audiences in Los Angeles.

\$40,000 / 24 months

**DANCE CAMERA WEST**

LOS ANGELES

To develop programs and partnerships to diversify and expand audiences for the 2009 and 2010 Dance Camera West Film Festivals.

\$33,000 / 24 months

**EAGLE ROCK COMMUNITY CULTURAL ASSOCIATION**

LOS ANGELES

To broaden and diversify audiences in northeast Los Angeles through the production of the Eagle Rock Music Festival.

\$50,000 / 24 months

**ENGAGE**

BURBANK

To support a community-based multidisciplinary arts program for low-income seniors, taught by professional artists and delivered at senior apartment communities.

\$50,000 / 24 months

**FOOLSFURY THEATER COMPANY**

SAN FRANCISCO

To support the California Ensemble Touring Initiative, a regranting program that encourages and promotes the exchange of ensemble-created theatrical works throughout the state.

\$40,000 / 24 months

**FOUNDATION FOR DANCE EDUCATION**

MONTCLAIR

To support audience development strategies that engage current, new and Latino audiences in the Inland Empire.

\$40,000 / 24 months



**FRESNO COALITION FOR ARTS, SCIENCE AND HISTORY**

FRESNO

To support a public-awareness campaign through the development of an online cultural database, centralized event calendar and regional cultural plan development.

\$37,000 / 24 months

**THE FRIENDS OF THE LEVITT PAVILION-MACARTHUR PARK**

LOS ANGELES

To broaden audiences by providing free public access to the performing arts in the Westlake community of Los Angeles.

\$40,000 / 24 months

**JUNIOR UNIVERSITY OF SAN BERNADINO**

SAN BERNARDINO

For a marketing research project to identify underrepresented audiences and develop and implement a targeted marketing strategy.

\$15,000 / 24 months

**KHMER ARTS ACADEMY**

LONG BEACH

For the development of a salon series to engage young members of the Greater Long Beach Cambodian community in the rich heritage of contemporary classical dance.

\$50,000 / 24 months

**LATINO THEATER COMPANY**

LOS ANGELES

To expand and develop new audiences for ethnically specific programming at the new Los Angeles Theatre Center.

\$40,000 / 12 months

**LONG BEACH MUSEUM OF ART FOUNDATION**

LONG BEACH

To diversify audience participation among young adults by supporting targeted outreach strategies through the Young Adults Initiative.

\$50,000 / 24 months

**LORRAINE HANSBERRY THEATRE**

SAN FRANCISCO

To expand and deepen African American audience participation through targeted outreach and educational activities.

\$40,000 / 24 months

**MENDOCINO ART CENTER**

MENDOCINO

To broaden and diversify audiences through a week-long celebration of Latin American art and culture which draws people from across various socioeconomic, ethnic and geographical lines.

\$10,000 / 12 months

**NTC FOUNDATION**

SAN DIEGO

For an audience development initiative that encourages collaboration among resident arts and cultural organizations and promotes expanded participation in their programs.

\$40,000 / 24 months

**OPERA NOIR**

WOODLAND HILLS

To design and launch a marketing campaign to broaden, deepen and diversify the organization’s audience base.

\$40,000 / 24 months

**PLUMAS COUNTY ARTS COMMISSION**

QUINCY

To broaden audiences and to establish collaborations with partner organizations by enabling diverse artists to perform in geographically isolated regions to encourage cross-cultural communication.

\$36,000 / 24 months

**SACRAMENTO THEATRE COMPANY**

SACRAMENTO

To develop outreach strategies and events designed to engage diverse audiences in Sacramento.

\$50,000 / 24 months

**SAN BERNARDINO COUNTY MUSEUM ASSOCIATION**

REDLANDS

For “Arts Naturally!,” a multifaceted arts program designed to engage nontraditional arts audiences in San Bernardino County.

\$50,000 / 24 months

**SAN DIEGO YOUTH SYMPHONY**

SAN DIEGO

To increase participation of underserved communities in San Diego youth arts programs through existing and new community partnerships.

\$50,000 / 24 months

**SANTA CECILIA OPERA AND ORCHESTRA ASSOCIATION**

LOS ANGELES

To deepen the engagement of established Latino audiences through a commitment to bilingual communications and the formation of a new Latino-based volunteer community group.

\$50,000 / 24 months

**VALLEY PUBLIC TELEVISION**

FRESNO

To deepen, broaden and diversify its audience’s engagement by producing a new multiplatform program featuring music, dance and theater arts.

\$50,000 / 12 months

**VENTURA MUSIC FESTIVAL ASSOCIATION**

VENTURA

To increase participation by the regional Latino population in the festival through performances, events and education programs that appeal to a diverse audience.

\$50,000 / 24 months

**WARNORS CENTER FOR THE PERFORMING ARTS**

FRESNO

To support marketing and audience development for a newly renovated theater in order to attract new audiences and encourage audience participation.

\$40,000 / 24 months

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**ARTS: 135 GRANTS TOTALING \$23,481,168**





## Highlights of 2008

- California Forward, a bipartisan governance reform effort supported by Irvine and four other major California foundations, was launched with the goal of solving underlying structural problems in state governance. In its first year, it has built a broad, bipartisan coalition and is advancing a set of substantial fiscal and governance reforms.
- In July, we announced the six 2008 recipients of 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 advance of the 2008 presidential elections, we published results from our California Votes Initiative detailing best practices for increasing voter turnout in low-income and ethnic communities. The report helped to inform civic organizations and other funders about effective, nonpartisan outreach efforts.

# 2008

# CALIFORNIA PERSPECTIVES

*NOTE: In 2009, we refined the focus of our California Perspectives program and changed its name to California Democracy. For details, please visit [www.irvine.org](http://www.irvine.org).*

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## 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.

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Our California Perspectives program makes grants in the following areas:

- **Infusing New Ideas and Perspectives:** Improve the responsiveness and effectiveness of state and local governments through the development and dissemination of promising governance reforms.
- **Mobilizing Californians:** Foster involvement of underrepresented 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.

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In 2008, the California Perspectives program awarded 54 grants totaling \$18.7 million.

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## Infusing New Ideas and Perspectives

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

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### BERKELEY POLICY ASSOCIATES

OAKLAND

To conduct an evaluation of California Forward, a nonprofit organization that aims to advance governance and fiscal reforms.

\$250,000 / 18 months

### CENTER FOR GOVERNMENTAL STUDIES

LOS ANGELES

For core support.

\$500,000 / 24 months

### NEW AMERICA FOUNDATION

WASHINGTON, D.C.

To support the California-based Fellows Program and the development and dissemination of innovative policy solutions to significant issues facing California.

\$2,200,000 / 24 months

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## Mobilizing Californians

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

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### CENTER FOR COMMUNITY ACTION AND ENVIRONMENTAL JUSTICE

RIVERSIDE

To conduct trainings and provide opportunities for Riverside and San Bernardino County residents to communicate with public officials on environmental health issues.

\$100,000 / 12 months



### COMMUNITIES FOR A BETTER ENVIRONMENT

HUNTINGTON PARK

To provide opportunities for Southeast Los Angeles County and Los Angeles Harbor residents to engage with public officials on land use and environmental policy issues.

\$450,000 / 36 months

### EAST LA COMMUNITY CORPORATION

LOS ANGELES

To facilitate the participation of low-income residents in decision making about land use, affordable housing and economic development.

\$200,000 / 24 months

### ENVIRONMENTAL HEALTH COALITION

NATIONAL CITY

To provide opportunities for San Diego County residents to participate in public decision making on land use and environmental health issues.

\$450,000 / 36 months

### CENTRAL COAST ALLIANCE UNITED FOR A SUSTAINABLE ECONOMY

VENTURA

For strategic planning and a capital campaign feasibility study.

\$40,000 / 12 months

### CENTRAL COAST ALLIANCE UNITED FOR A SUSTAINABLE ECONOMY

VENTURA

For core support.

\$450,000 / 36 months

### COALITION LA

LOS ANGELES

For strategic planning and training as part of an executive transition.

\$12,000 / 12 months

### FAMILIES IN SCHOOLS

LOS ANGELES

To serve as the intermediary organization for the Families Improving Education Initiative, a regranting and capacity-building program in the San Joaquin Valley and Inland Empire to engage the public in educational decision making.

\$2,800,000 / 28 months

### IMMIGRANT LEGAL RESOURCE CENTER

SAN FRANCISCO

To increase the capacity of immigrant residents in the San Joaquin Valley to engage with public officials on issues affecting their communities.

\$250,000 / 24 months



**IMMIGRANT LEGAL RESOURCE CENTER**  
SAN FRANCISCO

For executive transition and related staff development activities and for business planning.

\$35,000 / 12 months

**INLAND CONGREGATIONS UNITED FOR CHANGE SPONSORING COMMITTEE**  
SAN BERNARDINO

To provide opportunities for low- and moderate-income residents in Riverside and San Bernardino counties to connect to public officials on issues affecting their communities.

\$300,000 / 36 months

**LATINO CENTER FOR PREVENTION & ACTION IN HEALTH & WELFARE**  
SANTA ANA

To provide opportunities for low-income Santa Ana residents to engage in civic activities designed to improve their quality of life.

\$450,000 / 36 months

**ORANGE COUNTY CONGREGATION COMMUNITY ORGANIZATION**

ANAHEIM

To provide opportunities for low- and moderate-income residents in Orange County to connect to public officials on issues affecting their communities.

\$300,000 / 36 months

**PACIFIC INSTITUTE FOR COMMUNITY ORGANIZATIONS**

OAKLAND

For core support to PICO California and technical assistance to PICO California affiliates.

\$725,000 / 36 months

**PACOIMA BEAUTIFUL**

PACOIMA

To provide opportunities for Pacoima residents to work with public officials to promote a healthy environment.

\$150,000 / 24 months

**SAJE (STRATEGIC ACTIONS FOR A JUST ECONOMY)**

LOS ANGELES

For the development of a strategic communications plan and internal communications capacity.

\$35,000 / 8 months

**SAJE (STRATEGIC ACTIONS FOR A JUST ECONOMY)**

LOS ANGELES

To support an executive search and transition.

\$25,000 / 8 months

**SAN DIEGO ORGANIZING PROJECT**

SAN DIEGO

To provide opportunities for low- and moderate-income residents in San Diego County to connect to public officials on issues affecting their communities.

\$240,000 / 24 months

**URBAN HABITAT PROGRAM**

OAKLAND

For the development of financial management systems and related policies and processes.

\$35,000 / 6 months

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**CALIFORNIA VOTES INITIATIVE**

Increase voting rates among infrequent voters, particularly those in low-income and ethnic communities in the San Joaquin Valley and Southern California counties of Los Angeles, Orange, Riverside and San Bernardino.

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

LOS ANGELES

For strategic planning and for board and executive leadership development.

\$20,000 / 9 months

**NALEO EDUCATIONAL FUND**

LOS ANGELES

For a strategic planning process.

\$25,000 / 12 months

**FOUNDATION-ADMINISTERED PROJECT**

SAN FRANCISCO

For a Foundation-Administered Project to support training and informational sessions for grantee organizations associated with the California Votes Initiative.

\$108,532 / 12 months



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## Informing Californians

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

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### CALIFORNIA BUDGET PROJECT

SACRAMENTO

To inform and expand participation in the state budget process and policy debates through analyses, briefings and trainings.

\$525,000 / 36 months

### CENTER FOR INVESTIGATIVE REPORTING

BERKELEY

To plan and prepare for the launch of a Sacramento-based CIR bureau for regional news.

\$60,000 / 4 months

### CENTER FOR INVESTIGATIVE REPORTING

BERKELEY

To launch CIR/California, a Sacramento-based news bureau that will partner with existing news outlets to produce and disseminate in-depth coverage of significant state issues.

\$1,200,000 / 36 months

### PACIFIC NEWS SERVICE

SAN FRANCISCO

To expand the capacity of ethnic media outlets to report on governance and other key policy issues in California.

\$1,500,000 / 36 months

### POLICYLINK

OAKLAND

For strategic planning.

\$35,000 / 6 months

### POLICYLINK

OAKLAND

To provide information, analyses and trainings that inform civic engagement efforts in low-income communities.

\$450,000 / 24 months



### PUBLIC POLICY INSTITUTE OF CALIFORNIA

SAN FRANCISCO

To publish and disseminate a report and host related briefings to inform policymakers about Californians' top concerns and policy preferences.

\$125,000 / 6 months

### PUBLIC POLICY INSTITUTE OF CALIFORNIA

SAN FRANCISCO

To conduct the "Californians and Their Government" survey series, create an online data site and hold public education activities.

\$1,750,000 / 36 months

### REGENTS OF THE UNIVERSITY OF CALIFORNIA

OAKLAND

To produce and disseminate a study on civic engagement among Asian Americans and Pacific Islanders in California.

\$150,000 / 12 months

### SOUTHERN CALIFORNIA PUBLIC RADIO

PASADENA

To support news coverage of significant policy and governance issues concerning Southern California.

\$500,000 / 36 months

### WHITE ASH BROADCASTING

FRESNO

To support a public affairs radio program in the San Joaquin Valley.

\$150,000 / 24 months

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## Special Projects

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### THE ADVANCEMENT PROJECT

LOS ANGELES

To support program planning and civic engagement activities.

\$150,000 / 12 months

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### THE JAMES IRVINE FOUNDATION LEADERSHIP AWARD RECIPIENTS

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

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### CALIFORNIA YOUTH CONNECTIONS

AWARD RECIPIENTS: JANET KNIPE, TIFFANY JOHNSON AND TONYA HIGHTOWER

SAN FRANCISCO

For core support, as a 2008 recipient of a James Irvine Foundation Leadership Award.

\$125,000 / 12 months

### EARNED ASSET RESOURCE NETWORK

AWARD RECIPIENTS: DAVID AUGUSTINE, LEIGH PHILLIPS, JOSÉ CISNEROS, BEN MANGAN AND LENA ROBINSON

SAN FRANCISCO

To support Bank on San Francisco, a 2008 recipient of a James Irvine Foundation Leadership Award.

\$125,000 / 12 months

### ENVIRONMENTAL HEALTH COALITION

AWARD RECIPIENT: DIANE TAKVORIAN

NATIONAL CITY

For core support, as a 2008 recipient of a James Irvine Foundation Leadership Award.

\$125,000 / 12 months

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**HOMEBOY INDUSTRIES****AWARD RECIPIENT: FATHER GREGORY BOYLE**

LOS ANGELES

For core support, as a 2008 recipient of a James Irvine Foundation Leadership Award.

\$125,000 / 12 months

**LATINO CENTER FOR PREVENTION & ACTION IN HEALTH & WELFARE****AWARD RECIPIENT: AMERICA BRACHO**

SANTA ANA

For core support, as a 2008 recipient of a James Irvine Foundation Leadership Award.

\$125,000 / 12 months

**THE PACIFIC FOREST TRUST****AWARD RECIPIENT: LAURIE WAYBURN**

SAN FRANCISCO

To support California climate work of the Pacific Forest Trust, as a 2008 recipient of a James Irvine Foundation Leadership Award.

\$125,000 / 12 months

**FOUNDATION-ADMINISTERED PROJECT**

SAN FRANCISCO

For a Foundation-Administered Project 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.

\$196,648 / 12 months



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**THE JAMES IRVINE FOUNDATION LEADERSHIP AWARD FINALISTS**

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**CATALYST FOUNDATION FOR AIDS AWARENESS AND CARE****AWARD FINALISTS: SUSAN LAWRENCE, KENNETH HARTMAN AND DAVID MASHORE**

LANCASTER

For core support, as a 2008 finalist for the James Irvine Foundation Leadership Awards.

\$25,000 / 12 months

**CREATING ECONOMIC OPPORTUNITY FOR WOMEN****AWARD FINALIST: FARHANA HUG**

OAKLAND

For core support, as a 2008 finalist for the James Irvine Foundation Leadership Awards.

\$25,000 / 12 months

**GROSSMONT-CUYAMACA COMMUNITY COLLEGE AUXILIARY ORGANIZATION****AWARD FINALIST: BRAD PHILLIPS**

EL CAJON

For core support of Cal-PASS, as a 2008 finalist for the James Irvine Foundation Leadership Awards.

\$25,000 / 12 months

**LOS ANGELES CONSERVATION CORPS****AWARD FINALIST: BRUCE SAITO**

LOS ANGELES

To support the Corpsmember Development Program of the Los Angeles Conservation Corps, as a 2008 finalist for the James Irvine Foundation Leadership Awards.

\$25,000 / 12 months

**RIVERSIDE ART MUSEUM****AWARD FINALIST: DANIEL FOSTER**

RIVERSIDE

For core support, as a 2008 finalist for the James Irvine Foundation Leadership Awards.

\$25,000 / 12 months

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**THE JAMES IRVINE FOUNDATION LEADERSHIP AWARDS COMMUNICATIONS FUND**

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**EARNED ASSET RESOURCE NETWORK**

SAN FRANCISCO

To provide informational resources on Bank on San Francisco to key stakeholders and to facilitate the expansion and success of similar campaigns in other cities.

\$150,000 / 24 months

**THE PACIFIC FOREST TRUST**

SAN FRANCISCO

To educate key stakeholders about the role of forest conservation in addressing climate change.

\$150,000 / 24 months

**RIVER PARTNERS**

CHICO

To promote riparian restoration as a solution for managing California's natural resources and flood protection systems.

\$150,000 / 18 months

**SUSTAINABLE CONSERVATION**

SAN FRANCISCO

To promote agricultural practices that reduce greenhouse gas emissions and expand the scope of natural resource restoration on private lands in California.

\$300,000 / 36 months

**VAUGHN NEXT CENTURY LEARNING CENTER**

SAN FERNANDO

To educate key stakeholders about an internationally focused education model and provide informational resources about its implementation.

\$150,000 / 24 months

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**CALIFORNIA PERSPECTIVES: 54 GRANTS TOTALING \$18,717,179**

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## Highlights of 2008

- With a more targeted focus on multiple pathways as our core approach for education reform in California's high schools, we continued to build support for multiple pathways among a range of key policymakers, education leaders, business leaders and academics.
- We commissioned a major analysis to assess the state of the multiple pathways field in California. This field assessment is being used by Irvine and a broad coalition of partners to guide our strategy for building the infrastructure for multiple pathways in California high schools.
- While continuing to strengthen individual schools that demonstrate the multiple pathways approach, we laid the groundwork for our California Multiple Pathways District Initiative, which aims to develop comprehensive systems of pathways programs at school districts throughout the state.

# 2008

# 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.

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We seek to transform high school education in California through an approach called multiple pathways. Multiple pathways are comprehensive programs of study that integrate rigorous academic instruction with demanding technical curriculum and work-based learning.

By making multiple pathways programs available to a majority of low-income youth and across all socioeconomic groups, we believe California high schools can engage our young people so that they graduate prepared for success in college and career.

The Youth program advances multiple pathways through grantmaking in three areas:

- **Multiple Pathways Practice:** Support on-the-ground demonstration and evaluation of the multiple pathways approach, as well as key activities required to bring multiple pathways to scale.
- **Multiple Pathways Public Support:** Build public support for multiple pathways through advocacy, coalition-building and communications activities that target educators, policymakers, business leaders, parents and students.
- **Multiple Pathways Policy:** Invest in research and analysis to support education policy reforms that result in broader adoption of multiple pathways.

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In 2008, the Youth program awarded 49 grants totaling \$23.5 million.

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## Multiple Pathways

Promote multiple pathways, comprehensive programs of study that integrate rigorous academic instruction with demanding technical curriculum and work-based learning.

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### MULTIPLE PATHWAYS PRACTICE

Support on-the-ground demonstration and evaluation of the multiple pathways approach, as well as key activities required to bring multiple pathways to scale.

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#### THE BRIDGESPAN GROUP

BOSTON, MASS.

For business planning and strategy development consulting for ConnectEd.

\$325,000 / 5 months



#### CALIFORNIA COUNTY SUPERINTENDENTS EDUCATIONAL SERVICES ASSOCIATION

SACRAMENTO

For research and planning support for a graduate school in the San Joaquin Valley designed to prepare educators for multiple pathways schools.

\$100,000 / 7 months

#### CALIFORNIA EDUCATION ROUND TABLE INTERSEGMENTAL COORDINATING COMMITTEE

SACRAMENTO

For the ARCHES Initiative to develop six regional collaboratives – involving educators, businesses and policymakers – specifically focused on implementing multiple pathways approaches in secondary schools.

\$1,500,000 / 36 months

#### CENTER FOR ADVANCED RESEARCH AND TECHNOLOGY (CART)

CLOVIS

To support the codification and dissemination of successful components of the CART curriculum model.

\$125,000 / 12 months

#### CENTER FOR COLLABORATIVE EDUCATION

BOSTON, MASS.

For continued support of a network of small college- and career-focused high schools in central Los Angeles.

\$250,000 / 12 months

#### THE CENTER FOR THE FUTURE OF TEACHING AND LEARNING

SANTA CRUZ

To strengthen the capacity of the teacher workforce to deliver academically rigorous career and technical education in California public schools.

\$500,000 / 24 months

#### CERRITOS COLLEGE FOUNDATION

NORWALK

To create a health career pipeline from high school through college for underrepresented students in Los Angeles County.

\$250,000 / 24 months

#### THE COMMUNITY FOUNDATION

RIVERSIDE

To prepare underrepresented San Bernardino County high school students for math, technology, engineering and science-related postsecondary programs and careers.

\$350,000 / 24 months

#### CONNECTED: THE CALIFORNIA CENTER FOR COLLEGE AND CAREER

BERKELEY

For planning and regranting to expand access to multiple pathways in California's high schools, as part of the California Multiple Pathways District Initiative.

\$2,500,000 / 18 months

#### CONNECTED: THE CALIFORNIA CENTER FOR COLLEGE AND CAREER

BERKELEY

For planning and regranting to expand access to multiple pathways in California's high schools, as part of the California Multiple Pathways District Initiative.

\$250,000 / 16 months

#### EDUCATION DEVELOPMENT CENTER

NEWTON, MASS.

To conduct preliminary research to inform the design of a program of study for use in high schools focused on the law and justice industry in California.

\$100,000 / 4 months

#### EDUCATION DEVELOPMENT CENTER

NEWTON, MASS.

To develop a law and justice program of study and curriculum for use in California high schools.

\$2,000,000 / 30 months



**GROSSMONT-CUYAMACA COMMUNITY COLLEGE AUXILIARY ORGANIZATION**

EL CAJON

To align and integrate high school and community college English and math curricula with career and technical education coursework.

\$500,000 / 24 months

**HENRY FORD LEARNING INSTITUTE**

DEARBORN, MICH.

To introduce and support strategies for expanding career academy networks in nine California communities through participation in the Ford Partnership for Advanced Studies Institute.

\$40,000 / 6 months

**LOS ANGELES TRADE TECHNICAL COLLEGE**

LOS ANGELES

For the Triple Crown Initiative, which seeks to improve student high school graduation and postsecondary attainment rates in South Los Angeles by implementing multiple pathways programs at the Santee Education Complex.

\$1,200,000 / 36 months

**NATIONAL ACADEMY FOUNDATION**

NEW YORK, N.Y.

For expansion and enhancement of career and technical education programs in California high schools based on the National Academy Foundation model.

\$2,000,000 / 36 months

**OTIS ART INSTITUTE**

LOS ANGELES

To support a planning process for the Media Arts Initiative.

\$150,000 / 7 months

**PARTNERSHIP FOR LOS ANGELES SCHOOLS**

LOS ANGELES

To increase student engagement and achievement in the two high schools managed by the Partnership for Los Angeles Schools.

\$250,000 / 12 months

**REGENTS OF THE UNIVERSITY OF CALIFORNIA**

OAKLAND

To conduct research and produce a practical implementation guide for policymakers, educators and communities of stakeholders seeking to create new multiple pathways programs or schools.

\$750,000 / 36 months

**THE RP GROUP**

BERKELEY

To conduct an evaluation of the Triple Crown Initiative at Los Angeles Trade Technical College.

\$350,000 / 36 months

**SAN DIEGO STATE UNIVERSITY FOUNDATION**

SAN DIEGO

For a planning process to develop a replicable graduate-level teacher preparation program focused on multiple pathways instruction.

\$50,000 / 4 months

**SAN DIEGO STATE UNIVERSITY FOUNDATION**

SAN DIEGO

To develop single-subject credential programs with a multiple pathways lens in eight university programs.

\$1,500,000 / 36 months

**STANFORD UNIVERSITY**

STANFORD

To support the development of a leadership network for the California Multiple Pathways District Initiative.

\$200,000 / 6 months

**TEACHERS COLLEGE, COLUMBIA UNIVERSITY**

NEW YORK, N.Y.

To evaluate program and student outcomes for Concurrent Courses, an initiative in California offering career-focused dual enrollment to low-income high school students who are historically underrepresented in higher education.

\$350,000 / 36 months

**UNITED WAY**

LOS ANGELES

To coordinate and expand community and stakeholder leadership in ensuring college and career readiness for students in Los Angeles.

\$750,000 / 18 months



**THE UNIVERSITY CORPORATION, SAN FRANCISCO STATE**

SAN FRANCISCO

To support the Metropolitan Health Academies at San Francisco State University and City College of San Francisco and initial dissemination of the model in California.

\$1,500,000 / 36 months

**UNIVERSITY ENTERPRISES**

SACRAMENTO

To build a resource and knowledge management system for California educators.

\$100,000 / 6 months

**FOUNDATION-ADMINISTERED PROJECT**

SAN FRANCISCO

For a Foundation-Administered Project to develop tools and resources for the promotion of multiple pathways in California high schools and community colleges.

\$32,591 / 12 months

**FOUNDATION-ADMINISTERED PROJECT**

SAN FRANCISCO

For a Foundation-Administered Project to support the identification, evaluation, dissemination and replication in California high schools of innovative models aligned with the multiple pathways approach.

\$36,488 / 12 months

**FOUNDATION-ADMINISTERED PROJECT**

SAN FRANCISCO

For a Foundation-Administered Project to support the identification, evaluation, dissemination and replication in California community colleges of innovative models aligned with the multiple pathways approach.

\$33,547 / 12 months

**MULTIPLE PATHWAYS PUBLIC SUPPORT**

Build public support for multiple pathways through advocacy, coalition-building and communications activities.

**NATIONAL ACADEMY FOUNDATION**

NEW YORK, N.Y.

To raise awareness in California about the MDRC Career Academy study and its implications for multiple pathways programs.

\$150,000 / 12 months

**SAN DIEGO FOUNDATION**

SAN DIEGO

To expand and improve chambers of commerce participation in career and technical education programs in California high schools.

\$143,500 / 12 months

**FOUNDATION-ADMINISTERED PROJECT**

SAN FRANCISCO

For a Foundation-Administered Project to promote multiple pathways in California through strategic communications activities, in support of and in coordination with ConnectEd: The California Center for College and Career and other key partners.

\$118,756 / 12 months

**FOUNDATION-ADMINISTERED PROJECT**

SAN FRANCISCO

For a Foundation-Administered Project to support coalition-building efforts for the promotion of multiple pathways in California high schools and community colleges.

\$288,117 / 12 months



**MULTIPLE PATHWAYS POLICY**

Invest in research and analysis to support education policy reforms that result in broader adoption of multiple pathways.

**ALLIANCE FOR EXCELLENT EDUCATION**

WASHINGTON, D.C.

To inform federal education policy by disseminating the lessons learned through California's efforts to improve career and technical education.

\$450,000 / 36 months

**THE RP GROUP**

BERKELEY

To assess degree and credential attainment and transfer opportunities to four-year colleges for students enrolled in career and technical education programs at California community colleges

\$300,000 / 24 months

**FOUNDATION-ADMINISTERED PROJECT**

SAN FRANCISCO

For a Foundation-Administered Project to advance research and policy analysis for the promotion of multiple pathways in California high schools and community colleges.

\$44,119 / 12 months

**HARVARD UNIVERSITY**

CAMBRIDGE, MASS.

To support the Forgotten Half project, a research and communications effort to improve prospects for young adults in California and nationwide who have not earned a postsecondary credential by the age of 25.

\$100,000 / 12 months

**REGENTS OF THE UNIVERSITY OF CALIFORNIA**

OAKLAND

To support continuous improvement of California's public education system through rigorous research and policy analysis.

\$700,000 / 24 months

**REGENTS OF THE UNIVERSITY OF CALIFORNIA**

OAKLAND

For research and communications to increase awareness about the nature of and solutions to the high school dropout crisis in California.

\$70,000 / 12 months

**THE UNIVERSITY OF TEXAS FOUNDATION**

AUSTIN, TEXAS

To support community college leadership in the design and establishment of the California Leadership Alliance for Student Success.

\$300,000 / 24 months

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**YOUTH: 49 GRANTS TOTALING \$23,530,618**

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## Special Projects

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**CAMPAIGN FOR COLLEGE OPPORTUNITY**

LOS ANGELES

For core operating support.

\$400,000 / 24 months

**COMMUNITY INITIATIVES**

SAN FRANCISCO

To build the capacity of legislative staff to craft effective K-12 education policy through a series of seminars and site visits.

\$78,000 / 24 months

**COMMUNITY INITIATIVES**

SAN FRANCISCO

To build legislative staff capacity to support the creation of effective policies related to student transitions into and success in colleges.

\$98,000 / 24 months

**EDSOURCE**

MOUNTAIN VIEW

For a publication on the academic progress and needs of California's African American students.

\$47,500 / 6 months

**EDSOURCE**

MOUNTAIN VIEW

For core operating support.

\$400,000 / 24 months

**FULFILLMENT FUND**

LOS ANGELES

For core operating support.

\$150,000 / 24 months

**PUBLIC/PRIVATE VENTURES**

PHILADELPHIA, PENN.

For planning of the College and Career Connections Fund, a regranting program to support community-based organizations in Riverside and San Bernardino counties to assist disconnected, low-income youth to reconnect to educational options.

\$150,000 / 4 months

**PUBLIC/PRIVATE VENTURES**

PHILADELPHIA, PENN.

To serve as an intermediary organization for management of the College and Career Connections Fund, a regranting program in Riverside and San Bernardino counties to assist disconnected, low-income youth to reconnect to educational options.

\$1,500,000 / 24 months



## Highlights of 2008

- As our Community Foundations Initiative II reached its midpoint, we made \$4 million in renewal grants to seven community foundations in areas of the state underserved by philanthropy. Despite the economic downturn, these organizations continued to expand their roles in their communities.
- Our Fund for Leadership Advancement marked its fourth year of investing in the leadership abilities of individuals at the helm of our grantee organizations. To date, the fund has supported 39 leaders to acquire new skills and knowledge that can help them propel their organizations forward.
- We continued to examine important issues and trends in the nonprofit sector. A report on the Inland Empire, for example, spotlighted key trends in the region's nonprofit sector, while an "evaluation kit" provided foundations with new tools for engaging trustees in evaluation.

# 2008

## CROSS PROGRAM & SPECIAL OPPORTUNITIES

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.

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In 2008, this grantmaking fell into two 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, supporting rapidly growing, underserved regions of California 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 strategies and priorities under its three programs.



## CROSS-PROGRAM

### Joint Programming: Arts & California Perspectives

#### ZÓCALO: A CULTURAL FORUM FOR THE NEW L.A.

LOS ANGELES

To support the Zócalo Public Square Lecture Series, Zócalo Screening Series and Zócalo Radio, a weekly public radio show.

\$200,000 / 24 months

#### ZÓCALO: A CULTURAL FORUM FOR THE NEW L.A.

LOS ANGELES

To support the articulation of a fund development plan and the creation of related research and materials to support its initial implementation.

\$16,500 / 6 months

#### ARTS TRAINING SCHOOLS CLUSTER

Support low-income youth in making successful transitions to higher education and careers in creative industries.

#### CALIFORNIA INSTITUTE OF THE ARTS VALENCIA

To fund CalArts scholarships and a student-tracking system for former Community Arts Partnership participants.

\$300,000 / 24 months

#### FOUNDATION-ADMINISTERED PROJECT SAN FRANCISCO

For a Foundation-Administered Project to support an evaluation of a cluster of grants to arts colleges and training organizations to support low-income youth in making successful transitions to higher education and careers in creative industries.

\$19,569 / 6 months



## Special Initiatives

#### BOARDSOURCE

WASHINGTON, D.C.

To develop and implement in California a new strategy to learn about and engage the next generation of board leaders, to deepen the organization's partnerships in Northern California, and for core operating support.

\$300,000 / 36 months

#### THE CENTER FOR EFFECTIVE PHILANTHROPY

CAMBRIDGE, MASS.

To establish a California office and expand programming in California.

\$500,000 / 36 months

#### COMMUNICATIONS LEADERSHIP INSTITUTE

SAN FRANCISCO

For intensive skill building in strategic communications for selected executive directors of Irvine grantee organizations.

\$125,000 / 15 months

#### THE COMMUNITY FOUNDATION

RIVERSIDE

For core operating support and capacity building.

\$125,000 / 12 months

#### FSG

BOSTON, MASS.

To research the evolving role of evaluation, centering on the perspective of foundation trustees, and promote new, pragmatic approaches to evaluation to help foundations of all sizes achieve greater impact in California.

\$150,000 / 12 months

#### IMPERIAL VALLEY COMMUNITY FOUNDATION

IMPERIAL

For core operating support and to build the organization's capacity to mobilize local philanthropic assets and improve quality of life for Imperial Valley residents.

\$150,000 / 24 months

#### NORTHERN CALIFORNIA GRANTMAKERS SAN FRANCISCO

For support of the Diversity in Philanthropy Initiative to advance understanding and practice of diversity in philanthropy.

\$50,000 / 4 months

#### SILICON VALLEY COMMUNITY FOUNDATION

MOUNTAIN VIEW

To develop a statewide conference specific to the needs of California's community foundations.

\$35,000 / 4 months

#### SOUTHERN CALIFORNIA LEADERSHIP NETWORK

LOS ANGELES

To develop new leadership initiatives that would focus on topics critical to the social and economic development of Southern California.

\$250,000 / 24 months

**THE URBAN INSTITUTE**  
WASHINGTON, D.C.

To examine and publish research on board and staff diversity in California's nonprofit sector.

\$40,000 / 7 months

**FOUNDATION-ADMINISTERED PROJECT**  
SAN FRANCISCO

For a Foundation-Administered Project to support communications activities that advance the goals of Irvine's strategic program initiatives.

\$85,262 / 12 months

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**COMMUNITY FOUNDATIONS INITIATIVE II**

Accelerate the growth and leadership of selected small and emerging community foundations in rural areas of California. In each of these grants, we include support for regranting in our Youth or Arts program areas.

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**THE COMMUNITY FOUNDATION**  
RIVERSIDE

To support an executive search.

\$35,000 / 9 months

**THE COMMUNITY FOUNDATION OF MENDOCINO COUNTY**  
UKIAH

To continue to build the philanthropic and leadership capacity of the Community Foundation of Mendocino County by increasing its ability to attract new donors and address community needs.

\$450,000 / 36 months

**COMMUNITY FOUNDATION OF THE NAPA VALLEY**

NAPA

To continue to build the philanthropic and leadership capacity of the Community Foundation of the Napa Valley by increasing its ability to attract new donors and address community needs.

\$700,000 / 36 months

**FRESNO REGIONAL FOUNDATION**  
FRESNO

To continue to build the philanthropic and leadership capacity of the Fresno Regional Foundation by increasing its ability to attract new donors and address community needs.

\$600,000 / 36 months

**FSG**  
BOSTON, MASS.

To continue an overarching assessment of the Community Foundations Initiative II.

\$325,000 / 36 months



**KERN COUNTY COMMUNITY FOUNDATION**  
BAKERSFIELD

To continue to build the philanthropic and leadership capacity of the Kern County Community Foundation by increasing its ability to attract new donors and address community needs.

\$450,000 / 36 months

**KERN COUNTY COMMUNITY FOUNDATION**  
BAKERSFIELD

To support an executive transition process.

\$35,000 / 9 months

**PLACER COMMUNITY FOUNDATION**  
AUBURN

To continue to build the philanthropic and leadership capacity of the Placer Community Foundation by increasing its ability to attract new donors and address community needs.

\$600,000 / 36 months

**SAN LUIS OBISPO COUNTY COMMUNITY FOUNDATION**  
SAN LUIS OBISPO

To continue to build the philanthropic and leadership capacity of the San Luis Obispo County Community Foundation by increasing its ability to attract new donors and address community needs.

\$400,000 / 36 months

**SHASTA REGIONAL COMMUNITY FOUNDATION**  
REDDING

To continue to build the philanthropic and leadership capacity of the Shasta Regional Community Foundation by increasing its ability to attract new donors and address community needs.

\$450,000 / 36 months

**WILLIAMS GROUP**

GRAND RAPIDS, MICH.

To document and share the lessons and tools generated from the Community Foundations Initiative II with emerging community foundations and related stakeholders in California and across the country.

\$120,000 / 8 months

**WILLIAMS GROUP**

GRAND RAPIDS, MICH.

To develop strategic communications capacity and facilitate board engagement at seven emerging California community foundations.

\$350,000 / 36 months

**FOUNDATION-ADMINISTERED PROJECT**

SAN FRANCISCO

For a Foundation-Administered Project toward convening, technical assistance and information-sharing among the participants of the Community Foundations Initiative II.

\$189,476 / 12 months

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**FUND FOR LEADERSHIP  
ADVANCEMENT**

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

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**CALIFORNIA ALLIANCE FOR ARTS  
EDUCATION**

PASADENA

To improve executive leadership and align board governance to support enhanced organizational growth.

\$75,000 / 24 months



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

LOS ANGELES

To build the competencies of the executive director, strengthen senior management and transform the board of directors to lead CARECEN through a critical phase of organizational development and toward deeper mission impact.

\$65,000 / 24 months

**COMMUNITY COALITION FOR SUBSTANCE  
ABUSE PREVENTION & TREATMENT**

LOS ANGELES

To strengthen executive leadership and improve organizational structure to support implementation of a strategic plan.

\$75,000 / 24 months

**EAST BAY CENTER FOR THE PERFORMING  
ARTS**

RICHMOND

To support executive leadership development and programmatic stability during a strategic facility expansion.

\$75,000 / 24 months

**INSTITUTE FOR COLLEGE ACCESS AND  
SUCCESS**

BERKELEY

To support executive leadership development and ensure that the institute emerges from its current growth period as a strong, dynamic and effective organization.

\$65,000 / 24 months

**LINES CONTEMPORARY BALLET**

SAN FRANCISCO

To strengthen the Executive Director's leadership and communication skills during a period of growth.

\$65,000 / 18 months

**THEATRE BAY AREA**

SAN FRANCISCO

To support the Executive Director's leadership growth, refine organizational systems and assist in board development.

\$55,000 / 18 months

**WORKING PARTNERSHIPS USA**

SAN JOSE

To build executive leadership and strengthen the senior management team to achieve greater impact.

\$65,000 / 24 months

**FOUNDATION-ADMINISTERED PROJECT**

SAN FRANCISCO

For a Foundation-Administered Project to provide technical assistance and coaching for executive directors of organizations participating in the Fund for Leadership Advancement.

\$38,821 / 12 months

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**CROSS-PROGRAM:**

**37 GRANTS TOTALING \$7,629,628**

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## SPECIAL OPPORTUNITIES

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### CALIFORNIA ACADEMY OF SCIENCES

SAN FRANCISCO

To create the Arena for Engagement in the exhibit “Altered State: Climate Change in California” in the new California Academy of Sciences building.

\$2,000,000 / 12 months

### GOLDEN GATE NATIONAL PARKS CONSERVANCY

SAN FRANCISCO

To support habitat restoration and recreational and interpretive improvements to the Tennessee Hollow watershed.

\$300,000 / 12 months

### LOS ANGELES URBAN LEAGUE

LOS ANGELES

To support capacity building for a comprehensive community change initiative in South Los Angeles and the launch of a new model for urban education.

\$1,000,000 / 24 months

### SAN FRANCISCO PLANNING AND URBAN RESEARCH (SPUR) ASSOCIATION

SAN FRANCISCO

To support construction of the SPUR Urban Center building in San Francisco.

\$250,000 / 12 months

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**SPECIAL OPPORTUNITIES: 4 GRANTS  
TOTALING \$3,550,000**



# 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 2008. 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

\$98,000

Black Storytellers of San Diego  
Centro de Unidad Popular Benito Juarez  
City of San Fernando  
Coyote's Paw  
El Centro Cultural de Mexico  
Garifuna American Heritage Foundation  
United  
HanNuRi Korean American Cultural Troupe  
Hmong Associate of Long Beach  
Kawaiisu Language & Cultural Center  
Khmer Arts Academy  
Kodo Arts Sphere American  
Living the Tradition  
Maya Vision  
REACH LA  
South County Historical Society  
Teatro de la Tierra

## ALLIANCE OF ARTIST COMMUNITIES

\$72,000

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

## CALIFORNIA COMMUNITY FOUNDATION

\$400,000

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

## CALIFORNIA EDUCATION ROUND TABLE INTERSEGMENTAL COORDINATING COMMITTEE

\$150,000

Merced County Office of Education  
Regents of the University of California  
San Bernardino County Superintendent of Schools  
San Luis Obispo County Office of Education  
Santa Ana College  
Ventura County Office of Education

## CENTER FOR CULTURAL INNOVATION

\$430,000

48 individual recipients

## CONNECTED: THE CALIFORNIA CENTER FOR COLLEGE AND CAREER

\$1.3 MILLION

Antioch Unified School District  
Center for Advanced Research and Technology  
Harmony Magnet Academy, Porterville Unified School District  
Health Careers Academy, Palmdale High School  
Long Beach Unified School District  
Los Angeles Unified School District, Local District 4  
Montebello Unified School District  
Pasadena Unified School District  
Porterville Unified School District  
Sacramento City Unified School District  
San Diego Unified School District  
School of Digital Media and Design, San Diego Unified School District  
Stockton Unified School District  
West Contra Costa Unified School District

**CREATIVE CAPITAL****\$50,000**

Six individual recipients

**CULTURAL COUNCIL OF SANTA CRUZ COUNTY****\$40,000**

Actors' Theatre  
 Cabrillo Festival of Contemporary Music  
 Community Music School  
 International Musical Saw Association  
 Japanese Cultural Fair  
 Jazz Society of Santa Cruz County  
 K.U.S.P.-Pataphysical Broadcasting  
 Kuumbwa Jazz  
 La Manzana Community Resources  
 Market Street Theatre  
 Mir & A Company  
 Mosaic Theatre Group  
 Mountain Community Theatre  
 Mountain Parks Foundation  
 Musical Arts of Santa Cruz Chorale  
 New Music Works  
 Pacific Rim Film Festival  
 Pajaro Valley Arts Council  
 Pajaro Valley Performing Arts Association  
 Pisces Moon Productions  
 Poetry Santa Cruz  
 Santa Cruz Art League  
 Santa Cruz Ballet Theatre  
 Santa Cruz Baroque Festival  
 Santa Cruz Chamber Orchestra  
 Santa Cruz Chamber Players  
 Santa Cruz County Symphony  
 Santa Cruz County Youth Symphony  
 Santa Cruz Film Festival  
 Santa Cruz Indian Council  
 Santa Cruz Mountains Art Center  
 Santa Cruz Peace Chorale  
 Shah and Blah Productions  
 Shakespeare Santa Cruz  
 The Museum of Art & History  
 Watsonville Taiko  
 11 individual recipients

**FAMILIES IN SCHOOLS****\$100,000**

Californians for Justice  
 California Rural Legal Assistance Foundation  
 Central Valley Partnership  
 Communities Organized for Prophetic Engagement  
 Community Services & Employment Training  
 Community Settlement Association  
 Consejo de Federaciones Mexicanas en Norteamérica  
 Dolores Huerta Foundation  
 Faith in Action Kern County  
 Faith in Community  
 Fresno Center for New Americans  
 Inland Congregations United for Change  
 Lao Family Community of Stockton  
 Madera Coalition for Community Justice  
 People and Congregations Together  
 Reading and Beyond  
 San Bernardino ACORN  
 Training Occupational Development Training Communities  
 Youth in Focus

**FRESNO REGIONAL FOUNDATION****\$40,000**

Assistance League of Fresno  
 Boys & Girls Club of Fresno County  
 Center for Independent Living  
 Comprehensive Youth Services  
 Edison High School  
 EOC Sanctuary Youth Services  
 Focus Forward  
 Gay-Straight Alliance Network  
 Lowell Neighborhood Resource Center  
 Superior Court of California, County of Fresno  
 Westside Youth

**HISPANICS IN PHILANTHROPY****\$255,000**

About Productions  
 Amigas Punto Com  
 Centro Binacional Para el Desarrollo Indígena Oaxaqueño  
 Centro La Familia Advocacy Services  
 Fresno Barrios Unidos  
 History Makers International  
 Homies Unidos  
 Inquilinos Unidos (United Tenants)  
 Izcalli, Escuela de la Raza  
 Justice Overcoming Boundaries  
 Union de Vecinos  
 United Latino Fund

**IMMIGRANT LEGAL RESOURCE CENTER****\$25,000**

46 individual recipients

**LIBERTY HILL FOUNDATION****\$375,000**

Association of Community Organizations for Reform Now—Los Angeles  
 Californians for Justice Education Fund  
 Clergy and Laity United for Economic Justice  
 Coalition for Economic Survival  
 Coalition for Humane Immigrant Rights of Los Angeles  
 Coalition LA  
 Community Coalition for Substance Abuse Prevention and Treatment  
 Garment Worker Center  
 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 Community Action Network  
 People Organized for Westside Renewal  
 South Asian Network  
 Strategic Actions for a Just Economy  
 Strategic Concepts in Organizing and Policy Education



**MEET THE COMPOSER****\$46,100**

ADORNO Ensemble  
 Angel City Jazz Festival  
 Cabrillo Festival of Contemporary Music  
 The California E.A.R. Unit  
 California State University Bakersfield Music Department  
 Climate Theater  
 Collage Dance Theatre  
 Cypress Performing Arts Association  
 Dandelion Dancetheater  
 Deconstruct My House  
 The Definiens Project  
 Del Sol Performing Arts Organization  
 The Empyrean Ensemble  
 Festival of New American Music  
 Galatean Players Ensemble Theatre  
 Harvest of Song  
 The Jazzschool  
 Kularts  
 The LAB  
 The Left Coast Chamber Ensemble  
 Los Angeles Contemporary Exhibitions  
 Los Angeles Master Chorale  
 Los Angeles Wholesale Orchestra  
 ME'DI.ATE network  
 Melody of China  
 Music@Menlo  
 Navarrete x Kajiyama Dance Theater  
 New Music Festival, Cal State Fullerton  
 NewTown  
 The Nimbus Ensemble  
 Oakland Museum of California  
 Orpheus  
 Pacific Symphony Orchestra  
 RealNewArts Foundation  
 Redwood Jazz Alliance  
 San Diego New Music  
 San Francisco Composers Chamber Orchestra  
 San Francisco Contemporary Music Players

San Francisco Electronic Music Festival  
 sfSound/San Francisco Tape Music Collective  
 Society for the Art Publications of the Americas  
 Symphonic Jazz Orchestra  
 Thingamajigs  
 Tono Ensemble  
 West Coast Ragtime Society

**MENDOCINO COMMUNITY FOUNDATION****\$32,000**

Arts Council of Mendocino County  
 Gloriana Musical Theater Company  
 Mendocino Music Festival

**MONTEREY COMMUNITY FOUNDATION****\$83,000**

Alisal Center for the Fine Arts  
 Ariel Theatrical  
 Aromas Grange #361  
 Aromas Hills Artisans  
 Arts Council for Monterey County  
 Arts Habitat  
 Big Sur Arts Initiative  
 Carl Cherry Center for the Arts  
 The Center for Photographic Art  
 Chamber Music Monterey Bay  
 Dixieland Monterey  
 First Night Monterey  
 Forest Theater Guild  
 Marina Youth Arts  
 SpectorDance  
 Youth Arts Collective  
 Youth Music Monterey  
 Chartwell School  
 Community Foundation for Monterey County  
 Monterey County Free Libraries  
 North Monterey County Unified School District  
 Salinas Public Library  
 Soledad Unified School District

**NEW SCHOOLS VENTURE FUND****\$400,000**

Pacific Charter School Development

**ORANGE COUNTY ASIAN PACIFIC ISLANDER COMMUNITY ALLIANCE****\$52,000**

Asian American Resource Center  
 Asian American Senior Citizen Service Center  
 Asian Pacific American Legal Center  
 California State University, Fullerton, Association of Chinese Students and ASI  
 Council on American Islamic Relations  
 Korean American Coalition  
 Orange County Korea – U.S. Citizen League  
 Orange County Korean American Health and Information Education Center  
 Phan Boi Chau  
 Riverside Asian American Community Association  
 University of California, Irvine Asian Pacific Student Association

**ORANGE COUNTY COMMUNITY FOUNDATION****\$70,000**

Anaheim Ballet  
 Arts Orange County  
 Backhaus Dance  
 Casa Romantica  
 Chance Theater  
 Ektaa Center  
 Festival Ballet Theatre  
 Huntington Beach Art Center  
 Laguna Art Museum  
 Men Alive  
 Orange County Women's Chorus  
 South Coast Symphony

**PLACER COMMUNITY FOUNDATION**

**\$58,000**

Auburn Community Concert Association  
Auburn Placer Performing Arts Center  
Friends of the Area Recreation and Parks  
Lincoln Arts & Culture Foundation  
Nonprofit Resource Center  
Placer Community Theater  
Placer Theatre Ballet  
PlacerArts (Arts Council of Placer County)  
Roseville Arts!  
South Placer Heritage Foundation  
Take Note Troupe

**VENTURA COUNTY COMMUNITY  
FOUNDATION**

**\$50,000**

Arts for Action  
Big Brothers & Big Sisters of Ventura County  
Cabrillo Economic Development  
Corporation  
CAUSE  
Ventura County Clergy & Laity United for  
Economic Justice  
Ventura County Rainbow Alliance  
Mixteco/Indigena Community Organizing  
Project

**SAN LUIS OBISPO COUNTY COMMUNITY  
FOUNDATION**

**\$61,000**

Atascadero Community LINK  
Big Brothers Big Sisters  
Central Coast Children's Choir  
Paso Robles Art Association  
SLO Blues Society  
SLO International Film Festival

**SHASTA COMMUNITY FOUNDATION**

**\$8,000**

Jefferson Public Radio – Cascade Theatre  
Shasta Cascade Rail Preservation Society  
Red Scarf Society

**SONOMA COMMUNITY FOUNDATION**

**\$75,000**

Arts Council of Sonoma County

**TEACHERS COLLEGE, COLUMBIA  
UNIVERSITY**

**\$2,900,000**

Arthur A. Benjamin Health Professions High  
School  
City College of San Francisco  
Grossmont-Cuyamaca Community College  
Auxiliary  
Long Beach Unified School District  
Los Angeles City College Foundation  
MDRC  
North Orange County Regional  
Occupational Program  
Santa Barbara City College  
Shasta Union High School District  
Tulare Joint Union High School District



## FROM THE CHIEF INVESTMENT OFFICER AND TREASURER

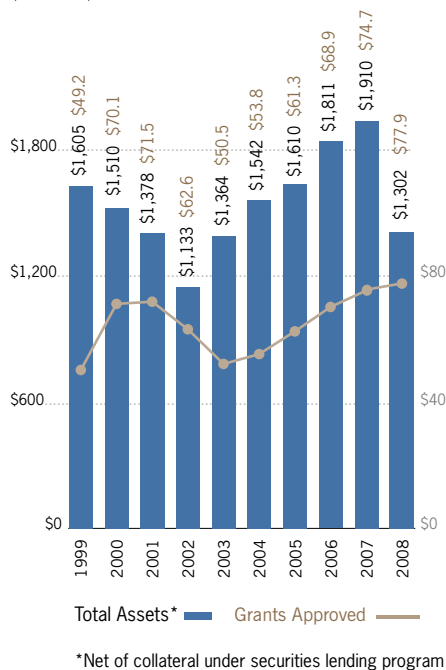
Like many other foundations, Irvine experienced a significant drop in assets in 2008 due to the recession and related distress in the global financial markets. During 2008, the Foundation's investments lost 27.3 percent, leaving the endowment at \$1.3 billion by year end. Unprecedented turbulence in financial and credit markets caused upheaval on a global level and sent the stock and bond markets tumbling, significantly affecting the Foundation's investment portfolio.

For years, Irvine's board and management have used a disciplined approach to setting both operating and grantmaking budgets. At the heart of that process is a spending formula that aims to minimize sharp changes in both operating and grantmaking over short periods of time. While the Foundation's original grantmaking budget for 2008 was \$80 million, we reduced that during the year to \$77.9 million, as we started to adjust to the new economic reality and downturn in the markets. This was still an all-time high, up 4.3 percent from the previous year, and correlated with five consecutive years of growth for the endowment through 2007.

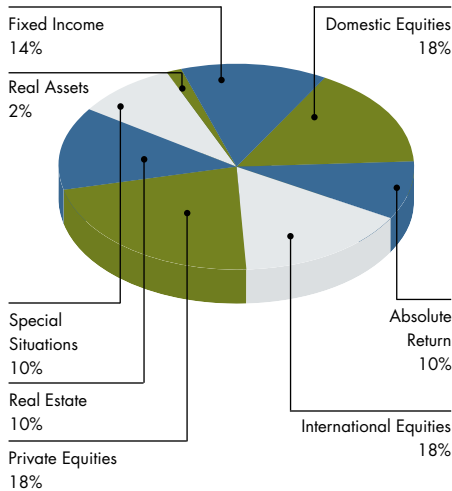
The same disciplined approach to committing resources during growth periods will guide the Foundation during the current downturn. While assets, after considering 2008 grants and expenses, were down 32 percent, 2009's grantmaking budget will be down only 10 percent, minimizing the impact on our core programs. Unfortunately, continued market declines in 2009 make it virtually certain that this reduction in our grantmaking budgets will extend beyond 2009. Graph 1 provides a 10-year history of year-end assets and net grantmaking for the Foundation.

The Foundation maintains a long-term view regarding investments, 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, which is designed to reflect the appropriate balance of risk and return over time. The market turmoil of 2008 provided a major test of the Foundation's

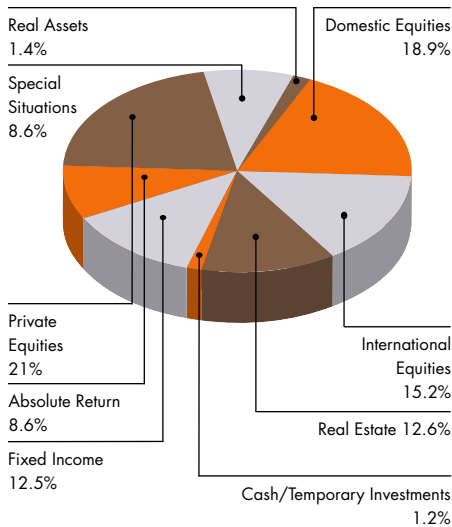
1. TOTAL ASSETS\* AND GRANTS APPROVED 1999-2008  
(in millions)



## 2. STRATEGIC ASSET ALLOCATION



## 3. INVESTMENT PORTFOLIO AS OF DECEMBER 31, 2008



ability to maintain that long-term view, stressing every aspect of our process and investment program. Despite these pressures, we did not make any abrupt changes and demonstrated a continued commitment to our long-term strategy and goal.

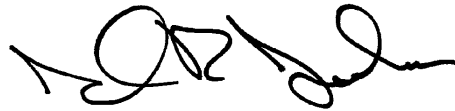
During 2008, the Foundation significantly increased the percentage of its investments in private equity, real assets, special situations, private real estate and absolute return strategies. At year end this group of investments, commonly referred to as “alternative investments,” constituted 52 percent of our portfolio, up from 37 percent in 2007. This significant increase, as a percentage of assets, reflects not only Irvine’s continued investment in these asset classes, but also the decline in the value of our traditional stock and bond investments. While the endowment’s returns will continue to be driven largely by the global public equity and debt markets, the investment in these alternative asset classes results in a more diversified portfolio and should produce a more stable earnings stream over time.

As we complete this transition in our asset allocation, however, it’s important to recognize that greater diversification does not make us 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 some portion of that portfolio will be affected by distress and losses in the global financial markets. In addition, by increasing the percentage of our assets in alternative investments, which tend to be less liquid, the Foundation must pay greater attention to the overall liquidity of its portfolio to ensure that it can hold all its investments to maturity in order to maximize their value.

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 approach in all of our investments, but it is particularly important for success in the alternative investment area. The turmoil in financial markets over the last year provided one benefit to the Foundation. As other investors suffered losses and pulled out, Irvine took advantage of the opportunity to invest with managers that had not previously been available to the Foundation. Graph 3 shows how our assets were invested as of December 31, 2008. While it may take another year or two to fully realize the benefits of these new investments, the market turmoil in 2008 gave us the opportunity to plant the seeds for strong future returns.

Finally, 2008 also marked an important leadership transition on the Investment and Audit Committee of Irvine's Board of Directors. After five years of skillfully leading the committee, Toby Rosenblatt retired from the board at the end of 2008, and Isaac Stein assumed leadership of the investment committee. Both men have provided the steady counsel and intellectual rigor that have allowed the committee to balance the critical roles of fiduciary oversight and strategic adviser. Irvine's investment team could not accomplish its work without this critical group operating as well as it does.

No one is happy with the investment outcome for 2008, and there is little comfort in knowing it could have been worse. At times like these, it is important to remember what a privilege it is to work on behalf of the many great efforts the Foundation is supporting. As we seek to protect and maximize Irvine's financial resources, we take special pride in knowing that it is done for the sole purpose of supporting the Foundation's mission of expanding opportunity for the people of California.

A handwritten signature in black ink, appearing to read 'John R. Jenks', with a stylized flourish at the end.

John R. Jenks, CFA  
Chief Investment Officer and Treasurer  
July 2009

## INDEPENDENT AUDITORS' REPORT

We have audited the accompanying statements of financial position of The James Irvine Foundation (the "Foundation") as of December 31, 2008 and 2007, 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, 2008 and 2007, 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 3, the financial statements include investments valued at \$624,481,894 (50% of net assets) and \$692,765,836 (38% of net assets) as of December 31, 2008 and 2007, 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.

*Deloitte + Touche LLP*

June 15, 2009

San Francisco, California

# STATEMENTS OF FINANCIAL POSITION

As of December 31, 2008 and 2007

	2008	2007
<b>ASSETS</b>		
Cash – Interest-bearing deposits	\$ 25,183	\$ 53,142
Cash Equivalents – Collateral under securities lending program	78,170,710	150,949,346
Receivable from Sales of Securities	7,671,655	1,497,952
Investment Redemptions Receivable		18,701,361
Interest and Dividends Receivable	3,168,559	3,938,570
Investments – including \$76,229,908 and \$146,131,524 of securities loaned for 2008 and 2007, respectively:		
Short-term, fixed-income	39,926,602	24,640,125
Equity securities	454,181,753	903,098,407
Alternative investments	624,481,894	692,765,836
Fixed-income securities	168,974,741	262,267,855
Total investments – fair value	1,287,564,990	1,882,772,223
Property and Equipment – Net	1,757,378	1,873,075
Other Assets	1,332,332	833,646
<b>Total</b>	<b>\$1,379,690,807</b>	<b>\$2,060,619,315</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Liabilities:</b>		
Payable for purchases of securities	\$ 367,151	\$ 1,002,412
Securities sold, not yet purchased	11,794,522	18,492,358
Payable under securities lending program	78,170,710	150,949,346
Accounts payable and other accrued liabilities	2,958,542	3,744,768
Deferred federal excise taxes		5,565,815
Grants payable – net	47,873,647	39,573,532
Total liabilities	141,164,572	219,328,231
Net Assets – Unrestricted	1,238,526,235	1,841,291,084
<b>Total</b>	<b>\$1,379,690,807</b>	<b>\$2,060,619,315</b>

See notes to financial statements.

# STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS

For the years ended December 31, 2008 and 2007

	2008	2007
<b>Investment Income:</b>		
Interest	\$ 15,433,334	\$ 15,582,757
Dividends	16,733,368	24,662,684
Securities lending income	1,311,098	450,275
Investment income before net realized and unrealized gains on investments	33,477,800	40,695,716
Net realized and unrealized (losses) gains on investments	(547,634,614)	144,826,685
Total investment (loss) income	(514,156,814)	185,522,401
Investment Expenses	7,658,647	8,650,399
Net Investment (Loss) Gain Before Excise and Income Taxes	(521,815,461)	176,872,002
Excise and Income Taxes Benefit (Expense)	5,365,296	(1,249,209)
Net Investment (Loss) Income	(516,450,165)	175,622,793
<b>Expenses:</b>		
Grants approved by the Board of Directors	77,918,064	74,692,871
Conditional grant activity and other – net	1,002,374	4,783,903
Grant expense – net	78,920,438	79,476,774
Program administration expenses	7,394,246	6,582,635
Total noninvestment expenses	86,314,684	86,059,409
Change in Net Assets – Unrestricted	(602,764,849)	89,563,384
<b>Net Assets – Unrestricted:</b>		
Beginning of year	1,841,291,084	1,751,727,700
End of year	<u>\$1,238,526,235</u>	<u>\$1,841,291,084</u>

See notes to financial statements.



# STATEMENTS OF CASH FLOWS

For the years ended December 31, 2008 and 2007

	2008	2007
<b>Cash Flows from Operating Activities:</b>		
Change in net assets – unrestricted	<b>\$(602,764,849)</b>	\$ 89,563,384
Adjustments to reconcile change in net assets – unrestricted to net cash and cash equivalents used in operating activities:		
Depreciation and amortization	<b>342,146</b>	249,730
Net realized and unrealized losses (gains) on investments	<b>547,634,614</b>	(144,826,685)
Changes in operating assets and liabilities:		
Interest and dividends receivable	<b>770,011</b>	211,779
Other assets	<b>(498,686)</b>	1,240,694
Accounts payable and other accrued liabilities	<b>(786,227)</b>	249,290
Deferred federal excise taxes	<b>(5,565,815)</b>	(1,002,241)
Grants payable	<b>8,300,115</b>	(6,979,443)
<b>Net cash and cash equivalents used in operating activities</b>	<b>(52,568,691)</b>	(61,293,492)
<b>Cash Flows from Investing Activities:</b>		
Purchases of investments	<b>(672,760,762)</b>	(890,208,690)
Proceeds from sales, maturities, and distributions from investments	<b>740,814,420</b>	916,884,791
Purchases of property and equipment	<b>(226,449)</b>	(1,010,804)
<b>Net cash and cash equivalents provided by investing activities</b>	<b>67,827,209</b>	25,665,297
<b>Cash Flows from Financing</b>		
Activity – Payable under securities lending program	<b>(72,778,636)</b>	(53,717,895)
<b>Decrease in Cash and Cash Equivalents</b>	<b>(57,520,118)</b>	(89,346,090)
<b>Cash and Cash Equivalents – Beginning of year</b>	<b>175,642,613</b>	264,988,703
<b>Cash and Cash Equivalents – End of year</b>	<b>\$118,122,495</b>	\$175,642,613
<b>Supplemental Disclosure of Cash Flow</b>		
Information – Excise and income taxes paid	<b>\$ 963,269</b>	\$ 2,870,779
<b>Noncash Investing Activity – Investments redemption receivable</b>	<b>\$ –</b>	\$ 18,701,361

See notes to financial statements.

# NOTES TO FINANCIAL STATEMENTS

For the years ended December 31, 2008 and 2007

## 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, 2008 and 2007, 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, 2008 and 2007, are as follows:

	2008	2007
Cash, interest-bearing deposits	\$ 25,183	\$ 53,142
Collateral under securities lending program	78,170,710	150,949,346
Short-term, fixed-income investments	39,926,602	24,640,125
Total	<u>\$118,122,495</u>	<u>\$175,642,613</u>

**Investments** — Investments are stated at quoted market prices or estimated fair values. 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

For the years ended December 31, 2008 and 2007

- 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 are stated at cost and depreciated using the straight-line method over estimated useful lives of the assets ranging from three to seven 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.

The Foundation also has 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 Internal Revenue Service limits covering that plan. In addition,

# NOTES TO FINANCIAL STATEMENTS

For the years ended December 31, 2008 and 2007

employees with annual base salaries of \$150,000 or above are eligible to make voluntary contributions.

The Foundation's contributions to these plans were approximately \$964,000 and \$880,000 in 2008 and 2007, 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 as referenced in Note 3. 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. 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 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.

**Income Taxes** — The Foundation has elected to defer Financial Accounting Standards Board ("FASB") Interpretation ("FIN") No. 48, *Accounting for Uncertainty in Income Taxes*, to annual financial statements for fiscal years beginning after December 15, 2008, in accordance with FASB Staff Position No. FIN No. 48-3, *Effective Date of FASB Interpretation No 48 for Certain Nonpublic Enterprises*.

Based on its continued analysis, the Foundation has determined that the adoption of FIN No. 48 will not have a material impact to the Foundation's financial statements. However, the Foundation's conclusions regarding FIN 48 may be subject to review and adjustment at a later date based on ongoing analyses of tax laws, regulations and interpretations thereof, and other factors.

Uncertain tax positions are currently evaluated in accordance with FASB Statement No. 5, *Accounting for Contingencies*. FASB Statement No. 5 requires the Foundation to record a liability for an estimated contingent loss if the information available indicates that it is probable that there is a tax liability incurred at the date of the financial statements and the amount of the tax liability can be reasonably estimated. No income tax liability for uncertain tax positions has been recognized in the accompanying financial statements.

# NOTES TO FINANCIAL STATEMENTS

For the years ended December 31, 2008 and 2007

**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.

## NOTE 3. INVESTMENTS

The net realized and unrealized gains on investments for the years ended December 31, 2008 and 2007, are comprised as follows:

	2008	2007
Net realized gains on investments sold	\$ 11,090,622	\$194,631,825
Net unrealized losses on investments	(558,725,236)	(49,805,140)
Net realized and unrealized (losses) gains on investments	<u>\$ (547,634,614)</u>	<u>\$144,826,685</u>

The Foundation made capital contributions totaling \$191,585,694 and \$197,659,074 in 2008 and 2007, respectively, to alternative investments as called for by the investment agreements. As of December 31, 2008, the Foundation has commitments under various investment agreements to make additional capital contributions of \$457,812,138.

In September 2006, the FASB issued FASB Statement No. 157, *Fair Value Measurements*. FASB Statement No. 157 defines fair value, establishes a framework for measuring fair value, and expands disclosures about fair value measurements. Fair value of an investment is the amount that would be received to sell the investment in an orderly transaction between market participants at the measurement date (i.e., the exit price). FASB Statement No. 157 establishes a hierarchal disclosure framework which prioritizes and ranks the level of market price observability used in measuring investments at fair value. Market price observability is impacted by a number of factors, including the type of investment and the characteristics specific to the investment. Investments with readily available active quoted prices or for

# NOTES TO FINANCIAL STATEMENTS

For the years ended December 31, 2008 and 2007

which fair value can be measured from actively quoted prices generally will have a higher degree of market price observability and a lesser degree of judgment used in measuring fair value. Investments measured and reported at fair value are classified and disclosed in one of the following categories. The categorization of an investment within the hierarchy is based on the pricing transparency of the investment and does not necessarily correspond to the Foundation's perceived risk of that investment.

**Level I** – Quoted prices are available in active markets for identical investments as of the reporting date. This category includes active exchange traded money market funds and equity securities.

**Level II** – Pricing inputs are other than quoted prices in active markets, which are either directly or indirectly observable as of the reporting date, and fair value is determined through the use of models or other valuation methodologies.

**Level III** – Pricing inputs are unobservable and include situations where there is little, if any, market activity for the investment. Fair values for these investments are estimated by the Foundation using valuation methodologies that consider a range of factors, including, but not limited to, the price at which the investment was acquired, the nature of the investment, local market conditions, trading values on public exchanges for comparable securities, current and projected operating performance, financial condition, and financing transactions subsequent to the acquisition of the investment. The inputs into the determination of fair value require significant judgment by the Foundation. Due to the inherent uncertainty of these estimates, these values may differ materially from the values that would have been used had a ready market for these investments existed.

In certain cases, the inputs used to measure fair value may fall into different levels of the fair value hierarchy. In such cases, an investment's level within the fair value hierarchy is based on the lowest level of input that is significant to the fair value measurement. The Foundation's assessment of the significance of a particular input to the fair value measurement in its entirety requires judgment and considers factors specific to the investment.



# NOTES TO FINANCIAL STATEMENTS

For the years ended December 31, 2008 and 2007

The following table presents the financial assets and liabilities carried on the Statement of Financial Position by level within the valuation hierarchy as of December 31, 2008:

	Fair Value Measurements			
	Level I	Level II	Level III	Total
Assets:				
Collateral under securities				
lending program	\$ 78,170,710	\$ –	\$ –	\$ 78,170,710
Investments	364,421,776	298,661,320	624,481,894	1,287,564,990
Total	\$442,592,486	\$298,661,320	\$624,481,894	\$1,365,735,700
Liabilities – securities				
sold, not yet purchased	\$ 11,794,522	\$ –	\$ –	\$ 11,794,522

The changes in investments classified as Level III are as follows for the year ended December 31, 2008:

Balance – January 1, 2008	\$692,765,836
Total realized and unrealized losses:	(219,758,346)
Purchases (sales) – net	151,474,404
Balance – December 31, 2008	<u>624,481,894</u>
Change in unrealized gains (losses) included in the Changes in Net Assets relating to Level III investments still held at December 31, 2008	<u>\$(223,470,317)</u>

Total realized and unrealized gains and losses recorded for Level III investments, if any, are reported in “Net realized and unrealized (losses) gains on investments” in both the Statements of Activities and Changes in Net Assets and the Statements of Cash Flows.

# NOTES TO FINANCIAL STATEMENTS

For the years ended December 31, 2008 and 2007

## NOTE 4. PROPERTY AND EQUIPMENT

Property and equipment as of December 31, 2008 and 2007, consist of:

	2008	2007
Office furniture and equipment	<b>\$1,281,018</b>	\$1,393,739
Leasehold improvements	<b>1,543,507</b>	1,543,507
Total	<b>2,824,525</b>	2,937,246
Accumulated depreciation and amortization	<b>(1,067,147)</b>	(1,064,171)
Property and equipment – net	<b>\$1,757,378</b>	\$1,873,075

## NOTE 5. GRANTS

The following table summarizes for the years ended December 31, 2008 and 2007, the Foundation's grant activity:

	2008	2007
Grants approved by the Board of Directors	<b>\$77,918,064</b>	\$74,692,871
Add (deduct) conditional grant activity and other:		
Conditional grants made	<b>(50,000)</b>	(322,500)
Conditions met on conditional grants made in prior years	<b>222,500</b>	4,597,500
Change in discounts on multiyear grants – net	<b>442,332</b>	100,671
Matching gifts program	<b>387,542</b>	408,232
Conditional grant activity and other – net	<b>1,002,374</b>	4,783,903
Grant expense – net	<b>\$78,920,438</b>	\$79,476,774

Future minimum grant disbursements as of December 31, 2008, are scheduled as follows:

	Unconditional	Conditional
2009	<b>\$34,318,817</b>	\$100,000
2010	<b>13,218,766</b>	50,000
2011	<b>422,000</b>	
Total	<b>47,959,583</b>	150,000
Less discounts on multiyear grants	<b>(85,936)</b>	
Grants payable – net	<b>\$47,873,647</b>	\$150,000

# NOTES TO FINANCIAL STATEMENTS

For the years ended December 31, 2008 and 2007

## 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 2008 and 2007. In addition, the Code requires that certain minimum distributions be made in accordance with a specified formula. At December 31, 2008 and 2007, the Foundation had made the required minimum distributions.

Deferred excise taxes arise primarily from unrealized gains on investments. At December 31, 2008, 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 years ended December 31, 2008 and 2007, is as follows:

	2008	2007
Current	\$ 200,519	\$2,251,450
Deferred	(5,565,815)	(1,002,241)
Excise and income tax expense	<u>\$ (5,365,296)</u>	\$1,249,209

## 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, 2008, are as follows:

Years Ending December 31	Total
2009	\$ 510,768
2010	790,118
2011	826,818
2012	836,866
2013	850,586
Thereafter	1,595,749
Total	<u>\$5,410,905</u>

Rental expense was approximately \$598,000 and \$542,000 in 2008 and 2007, respectively.

# NOTES TO FINANCIAL STATEMENTS

For the years ended December 31, 2008 and 2007

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## NOTE 8. 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% to 105% 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 principal risks to the Foundation of securities lending are that the yield earned on the collateral may be insufficient to cover the rebate owed to the borrower and that an investment purchased via the collateral reinvestment process may become impaired.

The value of securities on loan at December 31, 2008 and 2007, was \$76,229,908 and \$146,131,524, respectively. The value of collateral received at December 31, 2008 and 2007, was \$78,170,710 and \$150,949,346, respectively.

# BOARD OF DIRECTORS

July 2009

**Gary B. Pruitt (Chair)**

Chairman, President and  
Chief Executive Officer  
The McClatchy Company  
*Sacramento*

**Peter J. Taylor (Vice Chair)**

Executive Vice President and  
Chief Financial Officer  
University of California  
*Los Angeles*

**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**

Cofounder 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*

**Lydia M. Villarreal**

Judge  
California Superior Court, Monterey County  
*Salinas*

# CORPORATE OFFICERS

**Gary B. Pruitt**

*Chair*

**Peter J. Taylor**

*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

July 2009

### 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 DEMOCRACY

Amy Dominguez-Arms

*Program Director*

Catherine Hazelton

*Senior Program Officer*

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*Senior Program Officer*

Rogéair Purnell

*Senior Program Officer*

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### COMMUNICATIONS

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*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*

Agana Moreno

*Staff Accountant*

Cynthia Wai

*Accounts Payable Specialist*

### 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

*Applications Developer/Architect*

### INVESTMENTS

Anne Dinneen

*Manager of Investments*

Eben Pingree

*Investment Analyst*

### OPERATIONS

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