Established in 1926 by a prominent, reform-minded physician and his suffragist wife, the John Randolph Haynes and Dora Haynes Foundation is Los Angeles’ leading supporter of social science research. It is also the oldest private foundation in the city.

Each year, the Foundation distributes approximately $3 million in grants and fellowships to various institutions—most of them local. These funds are used to examine the underlying causes of social problems in Los Angeles and to recommend ways of addressing them.

Over the years, the Foundation has funded hundreds of important urban studies in the areas of education, transportation, local government, elections, public safety, demographics, public personal services and natural resources. In doing so, the Foundation has remained true to its founder’s philosophy of promoting the well-being of mankind.

As we enter a new election cycle, I have been thinking about John and Dora Haynes. Their civic engagement over decades helped shape Los Angeles. As important, they are role models for us even today. They were critics of the status quo but also advocates for reform, for making Los Angeles and the State a better place. Their Foundation, intended to carry on their work after their death, was founded “For the betterment of mankind.” Today’s Foundation Trustees take the Haynes’ words and actions to heart by making grants intended to interpret their wishes in our 21st Century Los Angeles.

We have chosen this year to emphasize transportation on our covers. This report’s front cover is Union Station which opened to the public in 1939. The back cover shows the new Bradley Terminal at LAX that opened in 2013. It’s easy to forget that well before Union Station was built, railroads and rail transit loomed large in Southern California. Railroads brought in migrants to Los Angeles in such numbers that its population almost doubled in a 10 year period from 1910 to 1920 (and more than doubled again 10 years later). Railroads brought economic development and jobs to a growing City. Not surprisingly railroads played an influential—even dominant—role in California politics. By the late 19th and early 20th century, the Southern Pacific Railroad was at the peak of its political power, which John Randolph Haynes had come to view as inimical to the wellbeing of ordinary people.

If Dr. Haynes was a critic, he was also a reformer. His opposition to the political dominance of Southern Pacific took the form of advocacy for direct legislation which he believed was the only way to check the power of SP and give voice to the people. After ten years of effort by Dr. Haynes the initiative, referendum and recall were finally passed by the State legislature in 1911 and subsequently by popular vote that same year. Of note, Dora Haynes’ efforts on behalf of women’s suffrage were successful in the same year when a constitutional amendment was approved by the legislature and subsequently by the voters on the same 1911 ballot.

Elsewhere in this report you will see a summary of 11 years of Foundation grant making. Many of the same issues that the founders confronted are contained in the recently completed research projects that are described. The work of reform and continued improvement in providing for the public well-being of Southern California is never finished. You will see that we have interpreted Dr. Haynes wishes broadly, making research grants across a wide range of topics of importance to Southern California today. In this, we follow the lead of John and Dora Haynes who themselves had broad interests and invested in causes that they believed would make Los Angeles a better place.

For more information about Dr. and Mrs. Haynes and the Haynes Foundation, see the excellent book by Tom Sitton, John Randolph Haynes: California Progressive (Stanford Univ. Press, 1992).

Jane G. Pisano
President, Board of Trustees
Haynes Foundation Declaration of Trust

“For many years we have quietly devoted a substantial part of our time and income to causes which we have deemed to be for the improvement of government and the betterment of our fellow citizens.

At all times we have been deeply interested in everything tending to promote civic and economic progress; in assisting to improve the physical and educational standards of our people; and in helping in matters designed to better the conditions under which working people live and labor.

We have given close and extremely careful consideration to the foregoing civic, industrial, and general problems, and we are convinced that for many generations to come, if not for all time, they, or at least many of them, will require the aid of thoughtful, earnest persons, who are prepared to give them the financial and active assistance requisite to yield fruitful results.”

John Randolph Haynes and Dora Haynes, from the John Randolph Haynes Papers, UCLA Library Special Collections
Backyard Homes and Local Concerns

One of the principal industries in the Los Angeles area after World War II was real estate development. Large numbers of tract homes, with single-family lots, separate garages and alleys, were built to satisfy the rapidly expanding population.

Now, a half century later, many of these garages are being repurposed as apartments. According to Dr. Vinit Mukhija, Associate Professor of Urban Planning at UCLA, it is estimated that there are about 50,000 illegal secondary units in the City of Los Angeles alone. Supporters assert that these “granny flats” and “mother-in-law suites” allow elderly residents to live independently and in close proximity to a caregiver, and can also provide more affordable housing for extended families. However, backyard homes are controversial and the subject of widespread complaints. Opponents note that these units can adversely impact existing utilities, on-street parking and population density. As a consequence, backyard homes are required to submit to the extensive permitting process required for multifamily housing.

With a $181,320 grant from the Haynes Foundation, Dr. Mukhija and his research team launched the first systematic study related to backyard homes in Los Angeles County.

Through their work with policy makers, the team found that affordable housing activists and the state of California have been promoting backyard homes through legislation. Municipalities had a different view, arguing that local governments should determine their own policies in regulating secondary housing units.

Through workshops with neighborhood councils, the team learned more about specific areas of agreement and disagreement. Among their findings were that standardized and prefabricated housing or unpredictable infill housing opportunities were not likely to provide effective backyard housing. Also, many of the neighborhood concerns and complaints are not directly related to backyard dwellings and should be dealt with separately on a case-by-case basis. And strict regulations governing secondary units can be agreed upon and readily communicated to the public.

In the future, these common themes based on areas of agreement could be used to evaluate whether to incentivize backyard housing opportunities, writes Dr. Mukhija. He suggests that there is room for local governments to respect local concerns while coordinating strategies to identify cases where the supply of affordable, flexible housing can be increased through legal backyard homes.

Vinit Mukhija, Principal Investigator
UNIVERSITY OF CALIFORNIA, LOS ANGELES
$181,320
Retention of Teach for America Teachers

Urban school systems are currently challenged by a disproportionately high percentage of teachers who leave the profession early. Roughly one in five teachers in urban schools exit the profession annually, compared to about one in seven in other school systems. With this high turnover, newer, less experienced teachers must constantly be recruited to fill the vacancies, often in schools with lower performance and higher poverty.

Aided by a $52,648 grant from the Haynes Foundation, Michael Gottfried, a former Assistant Education Professor for Loyola Marymount University (and now Associate Professor at UC Santa Barbara), set out to evaluate whether an alternative certification program, Teach for America (TFA), affected teacher recruitment and retention in the Los Angeles region.

To gain insights into the typical TFA recruit, Dr. Gottfried conducted ethnographic interviews with 25 current TFA teachers. Dr. Gottfried found that participants generally came from privileged backgrounds and colleges and perceived themselves as competitive, high-performing and committed to ending educational inequality. All of these characteristics are considered critical to success in urban schools.

Dr. Gottfried began by interviewing 30 TFA participants regarding retention. He found that the majority entered the program committed to the organizational mission of improving urban education, but did not view teaching as a long-term career goal. While many participants said they would consider extending their placements for a year due to camaraderie with other teachers and a sense of social responsibility, they came to view their time teaching as a transition period before settling into a “high-prestige” career, according to the findings.

Several of the participants said they entered TFA as a first step to pursuing a teaching career. However, for many of these participants, their TFA experience caused them to reconsider, citing the intensity and stress of the experience and the uncertainty of surviving periodic reductions in force that fall disproportionately on the newest teachers. Dr. Gottfried found that no teachers were convinced to change their long-term career plans based on their TFA participation.

Dr. Gottfried hopes that his research will help Los Angeles policymakers understand teachers’ motives for entering and exiting alternative certification programs, as well as the broader implications for practitioners in addressing the needs of high-poverty, low-performing children.
Immigrant and refugee children encounter special barriers to educational success in the U.S. Professor Gary Painter, Director of Social Policy for the USC Sol Price Center for Social Innovation, observes that these barriers are real and are exacerbated by the high rate of poverty associated with foreign-born parents and children. Dr. Painter notes that a number of current education strategies, such as universal preschool, full-day kindergarten, after school programs, smaller classes, and charter schools, seek to reduce or eliminate these barriers with mixed success.

With $73,667 from the Haynes Foundation, Professor Painter evaluated whether a museum-based educational program had any impacts on academic and behavioral success for these immigrant and refugee children. Dr. Painter focused his investigation on School in the Park (SITP), a museum-based educational program for students that takes place within the cultural institutions and museums of San Diego’s Balboa Park.

SITP is a program that offers a prolonged and structured educational experience outside the classroom for mostly low-income students in the third, fourth and fifth grades in two inner-city public elementary schools: Rosa Parks and Hamilton Elementary Schools. Both schools are located in the City Heights neighborhood of San Diego, a major refugee portal for families from Burma, Iran, Somalia, and Latin America.

Dr. Painter’s research shed light on several questions. First, SITP produced small but positive effects on test scores and school attendance, even for students who were struggling academically. Second, the program had lasting effects on participants. Third, additional time spent in SITP produced added benefits. Finally, the researchers found that even those students who did not experience these positive effects did not suffer academically from being removed from the classroom in order to participate in the program.

Noting that many cities and states have access to similar cultural resources, Dr. Painter concludes that investing in experiential education programs like SITP may boost achievement and long-term academic success, even for the most at-risk students.

Gary Painter, Principal Investigator
UNIVERSITY OF SOUTHERN CALIFORNIA
$73,677
About a half million children in the U.S. are in foster care. Most youth enter foster care for reasons beyond their control, such as parental neglect, substance abuse or incarceration. California has more than 50,000 foster care youth, the largest population in the country. Many never experience a permanent placement before they age out or are “emancipated” from the foster care system.

According to Tuppett Yates, Associate Psychology Professor at the University of California, these emancipated youth often lack necessary educational, material, social, and emotional resources and are “at risk” in adapting to the challenges of adulthood. With a $95,781 grant from the Haynes Foundation, Dr. Yates and her research team examined the developmental processes that influence maladaptation or competence among youth who aged out of foster care in Los Angeles, Orange, Riverside and San Bernardino counties between 2009 and 2011.

During the three-year study, the team interviewed 172 newly emancipated youth, all of whom had entered the foster care system at or before age 16 for reasons beyond their control. Responses were coded across multiple areas of competence, including educational, occupational, civic engagement and relational competence with friends and romantic partners.

The researchers found that respondents struggled to some degree on all measures, with particularly pronounced vulnerabilities in the areas of relational wellbeing. Despite these challenges, most of the emancipated young people evidenced resilience—or better than expected outcomes—in one more or more adaptive domains. It was not uncommon for youth to pursue educational and work opportunities with success, engage in their communities, and a significant subset was able to build positive and reciprocal relationships with partners and friends. Psychological distress was similarly variable across participants. Although it was rare for youth to emerge from the system unscathed, most developed some area of strength that could serve as a building block for ongoing growth.

In general, more positive outcomes were associated with mentorship, longer placements with one or more siblings while in foster care, and support for adaptive coping.

Dr. Yates and her investigative team recommend focusing policy efforts post-emancipation on housing, education, health and related social services, as well as strength-based intervention efforts to build on youth’s inherent capacity to bounce back in the wake of adversity.

Tuppett Yates, Principal Investigator
UNIVERSITY OF CALIFORNIA, RIVERSIDE
$95,781
Dating back to its founders in 1926, the Haynes Foundation has a long-standing interest in local governance issues. With constrained resources and a decreasing tax base, fiscal sustainability has become a major governance challenge at every level of government. The Haynes Foundation funded initially a one year grant, and then funded this grant of two years, to support a three year innovative research team to search for the key features of leadership, strategy, and civic engagement that explain the successes and failures in fiscal sustainability of Southern California cities, counties, and districts.

The research team brought together strong university research experience with Shui-Yan Tang, Duggan Professor in Public Administration and Mark Pisano, Professor of Practice at USC, along with Rich Callahan formerly of USC now with the University of San Francisco, and partnered with the National Civic League Executive Director, Gloria Rubio-Cortes and Communications Director, Mike McGrath.

With a $177,779 grant from the Haynes Foundation, the team explored the structural causes and consequences of ongoing fiscal challenges and how different leadership strategies can help overcome them. They conducted 12 in-depth case studies (San Bernardino City and County, Los Angeles City and County; Cities of Long Beach, Riverside, Pasadena, Santa Ana, Brea, South Gate; and Whittier and El Rancho Unified School districts) and compiled six key findings.

First, the team concluded that the most effective leaders anticipate and then prepare for predictable and unpredictable economic conditions, such as retiring Baby Boomers, possible recessions or higher spending for pensions and health care. Second, elected and appointed officials must increase their “fiscal fluency” in order to identify and properly assess all cost and revenue stream projections. Third, forward-thinking budgeting and improved fiscal sustainability require close collaboration among elected officials, appointed officials and the public. Fourth, officials must partner with voters and with outside organizations to inject new resources into health, housing, community development, and cultural projects. Fifth, developing an overarching strategy supported by key stakeholders is essential. And sixth, the greatest threat to fiscal sustainability in periods of fiscal stress will always be demands for resources that come from outside the budgetary process.

Their collaboration also anticipates that the operating deficits plaguing state and local governments will persist for decades, as demographic changes contribute to decreased tax revenue.

These findings will be shared nationally with elected and appointed officials and incorporated into a revision of the National Civic League’s Model City Charter.

Shui-Yan Tang, Richard Callahan and Mark Pisano, Principal Investigators
UNIVERSITY OF SOUTHERN CALIFORNIA
$177,779
Evaluating the Exposition Corridor (Expo) Light Rail Line

Among the world’s most car-centric cities, Los Angeles is pursuing one of the most ambitious rail transit investment programs in the nation. Eighty percent of county transportation sales tax revenue is dedicated to transit, with six rail transit lines expected to open by 2020.

To gain insight into how the city’s transit investments affect travel and how policy changes can maximize transit’s benefits, principal investigator Professor Marion Boarnet and his team from the University of Southern California proposed to track travel behavior around Phase 1 stations on the new Exposition Line. The Expo Line extends south and west of downtown Los Angeles, with Phase 1 currently running to Culver City and the Phase 2 terminus in Santa Monica due to open in 2016.

With a grant of $106,208 from the Haynes Foundation, Dr. Boarnet and his researchers used experimental and control groups to conduct the first-ever, before-and-after study of a major transportation investment in California. The Haynes funding allowed crucial continuation of data collection, and was part of a larger research collaboration between USC and a team at UC Irvine led by Professor Douglas Houston.

A total of 204 households participated in tracking their travel for seven days in the fall of 2011 and again in the fall of 2012, before and after the Expo Line Phase 1 opened. Experimental households were located within a half-mile of a new Expo Line station, while control households were more than a half-mile from the station. Among the behaviors studied were vehicle miles traveled, car driver trips, train trips, bus trips, walking trips and minutes, and bicycle trips and minutes. Researchers also examined changes in physical activity among adult participants.

Experimental and control households exhibited the same travel patterns before the line opened. After the line opened, researchers found that the experimental group reduced their daily vehicle miles traveled by approximately 10 miles relative to the control group. In addition, the new Expo Line resulted in slightly more (about 0.1) daily train trips, and 30% less vehicle CO2 emissions per household in the experimental group compared to the control group. The researchers also noted that individuals who were the least physically active and lived in experimental neighborhoods experienced the largest increase in activity compared to the control group. The researchers also noted that individuals who were the least physically active and lived in experimental neighborhoods experienced the largest increase in activity compared to the control group after the Expo Line opened.

The researchers expect that the completion of the Expo Line Phase 2 linking Santa Monica and Downtown and the other rail lines will further enhance its attractiveness to riders and investors, leading to broad social and economic impacts around transit lines.

Marion Boarnet, Principal Investigator UNIVERSITY OF SOUTHERN CALIFORNIA $106,208
City planners and officials in Southern California and across the nation who are concerned about zoning and land use issues are considering a variety of methods to improve and streamline design and development regulations. One such method is the use of form-based codes (FBC). According to Dr. Ajay Garde, an Associate Professor of Planning, Policy and Design at University of California, Irvine, the focus of FBCs is on builtform and how development regulations can contribute to physical design, a pedestrian-friendly street network and an area’s overall form and vision. FBCs are being used to replace conventional zoning codes, which focus more on land use and less on physical form. Unlike conventional zoning regulations that separate various land uses (e.g., retail, single-family), FBCs permit a variety of housing types and mixed-use in a compact development. With a $50,000, two-year grant from the Haynes Foundation, Dr. Garde and his team set out to evaluate the strengths and limitations of form-based and conventional zoning regulations adopted by local governments in Southern California. The research used the planning and design principles included in the Leadership in Energy and Environmental Design for Neighborhood Development (LEED-ND) rating system as the analytical framework. The LEED-ND rating system includes criteria that are used to evaluate sustainability of neighborhood development and the use of sustainable design principles. Focusing on the FBC’s adopted by local governments in 61 cities in the Los Angeles Region, the team found that FBC’s are more likely to address the quality of public spaces and lead to projects that contribute more to sustainable design. The team also found that most FBC’s were adopted because FBC’s tended to provide more predictability in regulating developments and to generally produce higher-quality developments. FBC’s were also preferred by developers because of the streamlined approval process of projects and preferred by cities with higher than average home sale prices. However, Dr. Garde and his team also noted considerable variation in the extent to which both FBC’s and conventional regulations adopted by local governments reflect sustainable design criteria included in the LEED-ND rating system. They found that some of the most important LEED-ND criteria for promoting sustainable development are not addressed in FBC’s adopted by several cities. The researchers recommend that city planners and elected officials in Southern California consider LEED-ND criteria for reviewing strengths and limitations of both types of codes before adopting new regulations.

Ajay Garde, Principal Investigator
UNIVERSITY OF CALIFORNIA, IRVINE
$50,000
In his 1989 report, “The Widening Divide: Income Inequality and Poverty in Los Angeles,” Dr. Paul Ong, Professor of Urban Planning, Social Welfare and Asian American Studies at UCLA, launched the first major study that focused on economic inequality in Los Angeles County.

With $100,442 grant from the Haynes Foundation, Dr. Paul Ong launched a follow-up study to investigate whether there was still a disparity in income and wealth in Los Angeles. Dr. Ong began by documenting the magnitude, nature and causes of growth in income, earnings and wealth in Los Angeles over the last four decades by comparing data sets for Los Angeles to the national average for labor force composition, worker compensation, housing consumption, and the spatial structure of inequality.

Dr. Ong found that in Los Angeles County income inequality has outpaced the nation as a whole. Moreover, it has worsened over time and shows no sign of abating. The increase in income inequality is driven by both differences in hours worked and wage levels. For example, earnings of full-time, full-year (FTFY) workers in Los Angeles were greater than the nation as a whole in the 1980s, but are less now.

In terms of income distribution, Los Angeles has become disproportionately more unequal than the rest of the country, according to Dr. Ong. Policymakers should consider ways to lessen the burden on renters through measures to increase wages and to expand use of affordable housing. Dr. Ong’s study should help Los Angeles policymakers better understand the nature of poverty in Los Angeles in relation to the U.S. as a whole and its impact on certain groups.
The Courthouse Crowd: Los Angeles County and its Government, 1850–1950

Tom Sitton, Principal Investigator
HISTORICAL SOCIETY OF SOUTHERN CALIFORNIA
$18,780

In “The Courthouse Crowd: Los Angeles County and its Government, 1850–1950,” Dr. Thomas Sitton, Curator Emeritus for the Natural History Museum of Los Angeles County, set out to explore how the County transitioned from serving as an austere arm of the state in a simple, agricultural county to a national leader in delivering the vast array of services to satisfy state and federal governments, as well as County residents.

With a grant of $18,780 from the Haynes Foundation, Dr. Sitton traced the origin of the roles and responsibilities of the county form of government from early England through the establishment of Los Angeles County in 1850 by the State Legislature and the Governor. The County governance structure we see today was largely in place by 1852: the election of three to five supervisors with legislative and administrative powers. While its core functions remain law and order, medical services, civil and criminal courts and road elections, the content and delivery of those services are changing constantly as the County negotiates with the State, surrounding counties and its 88 incorporated cities. County responsibilities have increased dramatically following World War II to include economic development, environmental protection, regional planning, and support to health, educational and cultural institutions.

Dr. Sitton has titled his book “Courthouse Crowd” to refer to the capable and colorful county officials and constituents who would congregate at the courthouse. By tracking county development to 1950 and placing it in the larger context of the history of California and the United States, Dr. Sitton describes the array of personalities that transformed a “cow county” into a national leader of governance and reform.

ELECTIONS

Fighting Traffic at the Ballot Box

UNIVERSITY OF CALIFORNIA, LOS ANGELES
Michael Manville, Principal Investigator
$36,891

The Los Angeles region is notorious for its traffic congestion, and communities in LA, as elsewhere, have turned increasingly to direct democracy to execute transportation policy. At the local, county and state level, voters regularly approve financing for general transportation improvements. Yet these same voters vote to oppose new development—often because that new development will create more traffic.

Michael Manville, a post-doctoral scholar at UCLA’s Center for Regional Policy Studies (and now an Assistant Professor at Cornell University) proposed to examine this use of direct democracy. With a grant of $36,891 from the Haynes Foundation, Dr. Manville and his research team carried out two separate examinations of direct democracy in transportation planning.

The first study examined local, state and national public opinion data, as well as transit ridership data, to examine the motivations of voters who supported tax increases for new transit investments. The team found that many of these voters supported new transit spending out of broad social and environmental concerns, not because they wished to drive less or use transit more. In fact, most transit spending supporters do not use transit. Demographics suggest transit voters are wealthier and have more options than transit riders. Moreover, that situation is not likely to change in the foreseeable future.

The second part of the Haynes research examined why voters turned to the ballot box to block new development. Using interviews and case studies of communities in Southern California, the research team found that some elected officials have turned to zoning exemptions to increase municipal revenue in essence these elected officials grant developers the right to exceed the conventional zoning limits in exchange for cash or amenities that developers promise to provide to the public. The researchers found that this approach to public finance can pit elected officials against local residents who are concerned about development and traffic congestion, thereby creating conditions for a ballot-box growth revolt.

In the first study, Dr. Manville and his team recommend that governments focus less on increasing transit funding and more on increasing taxes on driving. They note that, while increased transit subsidies have done little to increase transit ridership or reduce driving, taxing driving could do both. In the second study, recommendations are more elusive. The researchers suggest that urban public finance should be made more transparent to voters. However, the researchers add that, so long as elected officials feel compelled to use zoning both to regulate land and raise revenue, conflict is likely.

DEMOGRAPHICS

Demographics of Recovery in Post-Crash LA

Dowell Myers, Principal Investigator
UNIVERSITY OF SOUTHERN CALIFORNIA
$170,103

The adverse effects of the 2008 recession on Los Angeles can still be felt. To distinguish it from the last significant recession in the 1990s, the 2008 recession has been called the Great Recession. According to Dowell Myers, Professor of Urban Planning and Demography at the University of Southern California, one must examine the housing and migration patterns of different groups in order to better understand the effects of the Great Recession and how to best structure recovery strategies. Aided by a $170,103 grant from the Haynes Foundation, Myers and his research team tracked demographic changes in Los Angeles, such as population growth, aging, immigration, out-migration, and ethnic transition, to reveal unexpected household formation and homeownership patterns during the Great Recession and its aftermath.

Using data from the 2010 census and 2009 American Community Survey, as well as data from the 1990s recession, the researchers concluded that the path from crash to recovery is more complex than was generally believed. Among their intriguing findings is that poverty was more severe in Los Angeles in the 1990’s recession than during the Great Recession. Among the factors that helped to mitigate and absorb the economic shocks of the Great Recession were higher incomes, more middle-class immigration and deeper roots nurtured by foreign-born residents who settled in Los Angeles in the 1990’s.

The most negative outcome they found was a dramatic increase in rents. The team noted that long-term, expensive housing could be a barrier for younger generations to achieve middle-class success. However, the team notes that the departure of older white homeowners is not being matched by an inflow of younger white homeowners, thus opening a path to homeownership for young Latino and Asian homebuyers.

According to Dr. Myers and his team, as more Baby Boomers age and downsize, there will be a crisis of replacement workers, homeowners and taxpayers. The researchers view the loss of these taxpayers as a public policy challenge and recommend more interaction between older and younger demographic groups to find common ground on issues like population growth, immigration and racial change.
PUBLIC INFORMATION

Online Database of Images of Los Angeles Infrastructures 1887–1985

Anna Sklar, Project Director
LOS ANGELES CITY HISTORICAL SOCIETY
$12,989

The Los Angeles City Historical Society acquired a collection of 5,600 images documenting the construction of streets, highways, bridges and stormwater projects from 1887 to the mid-1980s. In an effort to expand public knowledge of the history of Los Angeles’ infrastructure, the LACHS sought and received a $12,989 grant from the Haynes Foundation to create a searchable online database of these images.

Primary archivist Anna Sklar began with a group of 625 entries. The images required intensive research of old newspapers, maps and city records to assure the accuracy of the historical information and locations. Among the entries are photographs that captured the catastrophic flooding in the city in the early-20th century, and the resulting work by the U.S. Army Corps of Engineers to improve the Los Angeles riverbed and creek beds. These images are available at lacityhistory.pastperfect-online.com.

PUBLIC INFORMATION

Photographs from the Valley Times Newspaper Collection (1946–1965)

Giovanna Mannino, Project Director
LIBRARY FOUNDATION
$25,000

The population boom following War World II transformed the San Fernando Valley from an agricultural center to a suburb with freeways, industries, schools, hospitals, churches, supermarkets and shopping centers. From 1946 to 1970, the Valley Times newspaper documented the rich visual history of the Valley’s suburban and industrial growth during this period, in part, through its pioneering use of large-scale photograph layouts using new 35mm film.

With $25,000 in support from the Haynes Foundation, Giovanna Mannino, Director of the Central Library at the Los Angeles Public Library, engaged an archivist to begin organizing and preserving the collection of more than 70,000 photographs and clippings from the newspaper.

The Central Library processed more than 19,000 photographs under the grant, and maintained the newspaper’s original numeric arrangement while rehousing them in archival quality, acid-free folders. A total of 8,600 photos were then selected for digitization, to be accessible online through the Los Angeles Public Library (LAPL) Photo Collection database.

Once the archive is complete, it will offer a multi-layered view of how the residents of the San Fernando Valley and Los Angeles in general adapted to social, political and environmental change over these transformative decades.

Using the Haynes Foundation grant as a springboard, LAPL was awarded two consecutive Library Services and Technology Act grants by the California State Library. Totaling $171,000, the awards enabled LAPL to vastly increase the number of Valley Times images available to the general public, and guarantee completion of the physical collection processing. As a result of this support, the Valley Times collection has been preserved as a valuable source of information for this important period of Southern California history.
As a commercial photographer, Will Connell documented Southern California industries like oil, steel, aircraft, real estate and motion pictures that shaped the region in the mid-20th century. The collection, spanning Connell’s early career in the 1920s to his death in 1961, contained both glass and film-based negatives.

With $20,000 in support from the Haynes Foundation, the University of California, Riverside ARTSblock’s California Museum of Photography catalogued and digitized all the negatives from the Will Connell archive. The ARTSblock staff also improved the digitization process, producing high-resolution reproductions roughly ten times faster than with older techniques, according to project directors Jonathan Green and Leigh Gleason of the UCR/California Museum of Photography.

These images will eventually become part of a new collections website in partnership with Gallery Systems’ eMuseum interface. The website will have advanced searching capabilities and zooming tools to allow unprecedented virtual access to the collection, while preserving Connell’s original negatives.

Jonathan Green and Leigh Gleason
Project Directors
UNIVERSITY OF CALIFORNIA, RIVERSIDE
$20,000
To Preserve and Catalog the Oral Histories of WWII Japanese American Veterans of Southern California

Following Japan’s attack on Pearl Harbor and the entry of the United States into World War II, Japanese families living in California, Oregon and Washington were forced to relocate to internment sites in remote locations. At the same time, Japanese Americans already in the U.S. military were re-classified as "4-C, Enemy Aliens."

In spite of the prejudice around them and the obstacles placed in their path, Japanese American men entered military service by the thousands. Three segregated U.S. Army units were formed: the 100th Infantry Battalion, the 442nd Regimental Combat Team (RCT) and the Military Intelligence Service. The famous motto “Go For Broke” was first used by the 100th Infantry and was later adopted by the 442nd RCT.

In the European Theatre, the 100th Infantry and 442nd RCT fought throughout Italy and France, and to this day, are still the most highly decorated units by size and length of service in the 240-year history of the US Army. Meanwhile in the Pacific Theatre, Japanese Americans served as interpreters and translators with the Military Intelligence Service (MIS). Because of the highly classified nature of their work, the efforts of the MIS were not officially acknowledged until 1972. In 2010, these three segregated units were awarded the Congressional Gold Medal.

In 1998, recognizing the historical significance of their contribution to America and the lessons Americans can learn about the challenges and responsibilities of American citizenship, the Go For Broke National Education Center (GFBNEC) began video recording oral histories of these Japanese American veterans. According to Mr. Don Nose, President of GFBNEC, the interviews with these veterans followed oral history best-practices in order to provide a thorough background for future scholars, authors and documentarians. Over 1,150 interviews (including 250 California veterans) have been taped.

With many of its tapes approaching the end of their shelf life, the GFBNEC came to the Haynes Foundation with a request for funds to digitally preserve the oral histories of the California veterans. Assisted by a Haynes Foundation grant of $34,260, the GFBNEC was able to complete its high-quality digital archiving project, the results of which are now available on-line at goforbroke.org.

According to Mr. Nose, these oral histories of the Japanese American veterans provide a priceless link to California’s and America’s World War II experience as well as a unique perspective on the rights and responsibilities of American citizenship.

Donald Nose, Project Director
GO FOR BROKE FOUNDATION
$34,260

Donald Nose, Project Director
GO FOR BROKE FOUNDATION
$34,260

BUDDHIST TEMPLE, LOS ANGELES
Founded in 1968, the Center for Oral and Public History at California State University, Fullerton has become the largest such archive of its type in the state, housing oral history collections that reflect the vast ethnic, linguistic and cultural diversity of Southern California.

One such collection houses the records of the California chapter of the League of United Latin American Citizens (LULAC). Since its founding in 1929, LULAC has sought to advance the economic condition, educational attainment, political participation, housing, health and civil rights of the Hispanic population of the U.S. With 900 councils nationwide, nearly every city or county has a LULAC council.

The LULAC collection at CSUF includes the institutional records of eleven former presidents of the California LULAC chapter from the mid-1970s to the early 21st Century. With $20,000 in support from the Haynes Foundation, Center Director Natalie Fousekis and her research team processed and organized 77 linear feet of the directors’ papers, produced a 37-page finding aid, and transcribed, edited and finalized five oral history interviews.

According to Dr. Fousekis, the project has enhanced the Center’s diverse collections, while chronicling LULAC’s leadership in creating citizenship awareness, expanding membership among women and funding educational opportunities for Hispanics.

Natalie Fousekis, Project Director
CALIFORNIA STATE UNIVERSITY, FULLERTON
$20,000
The many contributions that helped to make Northeast Los Angeles a vibrant and diverse region can be easily overlooked. Occidental College Special Collections and College Archives, in collaboration with the Eagle Rock Valley Historical Society and the Highland Park Heritage Trust, sought to document those contributions and preserve the history of Northeast Los Angeles by allowing for wider access to records like the community’s many newspapers.

With a $35,000 grant from the Haynes Foundation, the team launched an evaluation of their shared holdings of print and microfilmed issues of 20th-century Northeast Los Angeles newspapers. Occidental College Librarian Robert Kieft, archivists Dale Ann Stieber and Anne Mar, and project archivist Kate Dundon developed a pilot project to increase access to 24 community newspapers published between 1906 and 1996. Available in newsprint and microfilm, the publications represent the areas of Eagle Rock, Highland Park, Mount Washington, Glassell Park, Cypress Park and other neighboring communities.

Major tasks included surveying and assessing the physical condition of the collection, researching best practices used in similar newspaper projects, and digitizing and creating metadata to ensure access via local and national databases. In addition, the team digitized a representative sample (6,200 pages out of 341,000 pages) to contribute to the California Digital Newspaper Collection, a fully-searchable online repository.

This project served as a springboard for a long-term collaborative program to preserve, digitize and increase access to the community’s history with a shared archive of local newspapers at its core.

Robert Kieft, Project Director

Occidental College

$35,000

Public Information
Preservation and Digitization of Northeast Los Angeles Community Newspapers
**Public Information**

Four Photographers of Southern California and the Southwest: 1880–1920

William Estrada, Project Director
NATURAL HISTORY MUSEUM

$20,731

The Natural History Museum of Los Angeles County recently mounted an impressive exhibition, “Becoming Los Angeles.” A key source of material for that exhibition came from four important collections of historic photographs of Los Angeles, Southern California and the Southwestern United States housed at the Seaver Center for Western History Research.

Supported in part by a $20,731 grant from the Haynes Foundation, Museum Curator and History Department Chair, Dr. William Estrada, added 9,400 iconic images from these four collections to the University of California’s Online Archive of California. The Adam Clark Vroman Photograph Collection (1895–1912) features images of the Southwest taken by an amateur photographer and bookstore owner. The Frederick Hamer Maude Photograph Collection (1880s–1920) highlights the work of a commercial photographer who captured images of downtown Los Angeles, Pasadena and many natural wonders. The Andrew Alexander Forbes Photograph Collection (1890–1915) honors an early photographer of the Owens Valley, the Petrified Forest and more. The Warren C. Dickerson Photographic Collection (1890–1920) recognizes a commercial photographer whose work included California subjects, such as the 1910 Dominguez Air Meet and the early coastal communities of Southern California.

These images are now searchable by keyword and strengthen a growing online photographic database that is accessible worldwide.

The Photographic Legacy of the Post-World War II Mexican American Generation in Los Angeles

Chon Noriega, Project Director
UNIVERSITY OF CALIFORNIA, LOS ANGELES

$25,000

Los Angeles has the largest concentration of people of Mexican descent outside of Mexico City. Yet Latinos remain underrepresented within archival collections and historical research, particularly before the social movements of the 1960s and 1970s, according to Professor Chon Noriega, director of the Chicano Studies Research Center at UCLA.

With $25,000 in support from the Haynes Foundation, Professor Noriega and his team have preserved 11,271 important images documenting a century of personal, familial and social life, the rise of Mexican American civic participation after World War II, and the careers of exemplary civic leaders working in the local, national and international arenas since the late 1940s.

The collections are: The Grace Montañez Davis Papers, the Julian Nava Papers, the Dionicio Morales Papers, and Ricardo Muñoz Papers. The researchers digitized nearly double the number of photographs originally proposed and acquired four additional related collections.

The team’s work led to the creation of a new Chicano Studies Archival Program at UCLA and to an online database that enables wide-ranging research by students and scholars in the visual historical record of Chicanos and Latinos in Los Angeles.

**Public Information**

**Los Angeles International Airport**
Jon Woods, Valley Times Collection
Los Angeles Public Library
THE FOUNDATION seeks applications and makes grants for research on major economic, social, and political problems, preferring studies that add to the knowledge and understanding of complex issues in the greater Los Angeles area. Preference is given to studies which, in addition to adding significantly to knowledge, are judged to show promise of influencing policies and practices addressing those problems. The Foundation also provides support for a limited number of archival and cataloging projects at libraries and local institutions that preserve historic materials important to Southern California.

Grants are awarded in the following fields of study:

- Archival
- Business and economics
- Education
- Demographics
- Elections
- Local government
- Natural resources
- Public personal services
- Public safety
- Transportation

### 2014

#### Major Research Grants Awarded

**EDUCATION**

Mary Poplin, Principal Investigator
Claremont Graduate University

“A Microscopic Study of Highly Effective Teachers of Particularly Vulnerable Students at Critical Ages”
$185,792

Stephanie Reich, Principal Investigator
University of California, Irvine

“Increasing School Readiness through a Head Start-University Partnership”
$107,690

William Tierney, Principal Investigator
University of Southern California

“An Analysis of Competency-based Education in Southern California”
$154,000

**LOCAL GOVERNMENT**

Christopher Weare, Principal Investigator
University of Southern California

“Getting Back to Basics: Evaluating Data-Driven Management Reforms in the City of Los Angeles”
$203,488

**NATURAL RESOURCES**

Mary Evans, Principal Investigator
Claremont McKenna College

“The Governance of Water Pollution Dischargers in Los Angeles: Evaluating the Effectiveness of a New Enforcement Strategy”
$110,886

**PUBLIC INFORMATION**

Bill Davis, Principal Investigator
Southern California Public Radio

“SCCP Data Journalism and Social Science Research Coverage”
$50,000

**TRANSPORTATION**

Brian Taylor, Principal Investigator
University of California, Los Angeles

“Accessibility and Economic Development: How the Transportation Network Affects the Economic Performance of Regions”
$75,639

**Archival Grants Awarded**

William Estrada
Natural History Museum

“Los Angeles, Portraits of a City: 1870–1930”
$32,029

Jan-Christopher Horak
University of California, Los Angeles

“Digital Preservation and Access Project: KTLA Historic Newsfilm Collection at UCLA”
$40,000

Anna Sklar
Los Angeles City Historical Society

“Searchable On-line Database of Images of Los Angeles Streets and Infrastructures 1887-mid 1980s”
$12,989

**Contributions awarded in support of public information endeavors**

League of Women Voters
$5,000 in support of its Education Fund

**Faculty Fellowship Awards**

$12,000

Beth Baker-Cristales
California State University, Los Angeles

“The Impacts of Detention and Deportation on California”

Joanna Doran
California State University, Los Angeles

“Financial Capacity and Asset Building in East Los Angeles Communities”

Howard Greenwald
University of Southern California

“Implementation Study of LAPD Biased Policing Complaint Mediation Program”

**Doctoral Dissertation Fellowship Awards**

Erick Guerrero
University of Southern California

“Ensuring Public Health Insurance Coverage in Los Angeles County”

Renford Reese
California State Polytechnic University, Pomona

“Evaluating the Success of the Prison Education Project”

Leland Saito
University of Southern California

“Community Benefits Agreements in Los Angeles: AEG’s L.A. Live and the National Football League Stadium Proposal”

**2014 Major Research Grants Awarded**

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“Community Benefits Agreements in Los Angeles: AEG's L.A. Live and the National Football League Stadium Proposal”
2013

Major Research Grants Awarded

BUSINESS AND ECONOMICS
Paul Ong, Principal Investigator
University of California, Los Angeles
“The Widening Divide Revisited: Income and Earnings Inequality in Los Angeles at the Turn of the 21st Century”
$100,442

EDUCATION
Gary Painter, Principal Investigator
University of Southern California
“Extending Learning to Low-Income, Immigrant and Refugee Students: Evaluating the Academic and Behavioral Impact of ‘School in the Park’”
$73,877

TRANSPORTATION
Jenny Schuetz, Principal Investigator
University of Southern California
“In Los Angeles Becoming Transit Oriented?”
$54,957

Archival Grants Awarded

William Estrada
Natural History Museum
“Four Photographers of Southern California and the Southwest: 1880-1920”
$20,731

Natalie Fousekis
California State University, Fullerton
“California LULAC Archival Preservation and Oral History Project”
$20,000

Robert Kieft
Occidental College
“Preservation and Digitization of Northeast Los Angeles Community Newspapers”
$75,000

Giovanna Mannino
Library Foundation of Los Angeles
“Valley Times Newspaper Collection”
$25,000

Barbara Watanabe
Go For Broke National Education Center
“To Preserve and Catalog the Oral Histories of WWII Japanese American Veterans of Southern California”
$14,260

Contributions awarded in support of public information endeavors

KCRW National Public Radio
$45,000 in support of “New Daily News Show hosted by Madeleine Brand”

KPCC Southern California Public Radio
$45,000 in support of the “SCPR Data Journalism and Social Science Research Coverage”

The Huntington Library
$2,500 in support of the Haynes Foundation Lecture

League of Women Voters
$5,000 in support of its Education Fund

Faculty Fellowship Awards
$12,000

Kenya Covington
California State University Northridge
“Neighborhood Stabilization in the Los Angeles Metro Area”

Luciana Dar
University of California, Riverside
“Where do we go from here? The Effects of the ‘Great Recession’ on California’s Community Colleges and their Students”

Robert Espinoza
Pitzer College
“The Emerging Role of Nonprofit Organizations in Creating a Path to College for Low-Income and Minority Students”

Monica G. Garcia
California State University, Northridge
“Holding on by a Thread: Patterns of Improvement Among High Achieving Latina High School Students”

Leslie Ponciano
California State University, Northridge
“Group Mentoring and Social-Emotional Competence”

Arturo Vargas-Bustamante
University of California, Los Angeles
“Projecting the Impact of the ACA among Immigrants in California”

Juliana Wang
University of Southern California
“Smart Grid and Disaster Management in Southern California”

Heather Williams
Pomona College
“River Underground: The Politics of Bringing the Santa Ana Basin Back to Life”

Doctoral Dissertation Fellowship Awards
$20,000

Jennifer Connolly
University of Southern California
“Understanding How City Manager Contracts Affect Local Fiscal Management”

Marguerite DeLiema
University of Southern California
“Protecting Older Adults from Financial Fraud”

Karolina Gorska
University of California, Los Angeles
“Historic Preservation Overlay Zones in Los Angeles: Their Impacts on Gentrification Trends”

Marisa Omori
University of California, Irvine
“Cumulative Racial Inequality of Drug Offenders”

James Stroup
University of California, Riverside
“Jitneys, Buses, and Public Transportation in Twentieth Century Los Angeles”

Oscar Tsai
University of California, Irvine
“Toward a Sustainable Los Angeles Region? Insights from the Regional Plan”

Anaid Yerena
University of California, Irvine
“Advocacy in Action: Understanding the Influence of Advocacy Organizations on Local Affordable Housing Policy in the U.S.”

LOCAL GOVERNMENT
Tom Sitton, Principal Investigator
The Huntington Library
“Los Angeles County and Its Government, 1950–2010”
$52,700

NATURAL RESOURCES
Hilda Blanco, Principal Investigator
University of Southern California
“A Groundwater Strategy for Southern California”
$209,734

Hai Nelson, Principal Investigator
Claremont Graduate University
“Power Struggles: Improving Energy Infrastructure Project Siting Outcomes in the Los Angeles Region”
$127,940

PUBLIC SAFETY
Raphael Bostic, Principal Investigator
University of Southern California
“You Can Go Home Again: Evaluating the Impacts of the Housing Authority of the City of Los Angeles’s Reentry Pilot Program”
$104,279

Gayla Margolin, Principal Investigator
University of Southern California
“A Social Science Look at Los Angeles Teen Court Juries”
$149,957

Valerie Bierman
University of Southern California
“Projecting the Impact of the ACA among Immigrants in California”

“Is Los Angeles Becoming Transit Oriented?”
$54,957

“Where do we go from here? The Effects of the ‘Great Recession’ on California’s Community Colleges and their Students”

“The Emerging Role of Nonprofit Organizations in Creating a Path to College for Low-Income and Minority Students”

“Holding on by a Thread: Patterns of Improvement Among High Achieving Latina High School Students”

“Group Mentoring and Social-Emotional Competence”

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“Advocacy in Action: Understanding the Influence of Advocacy Organizations on Local Affordable Housing Policy in the U.S.”
FY2015-2016 is found on the facing page.

Foundation’s Annual Program Poster for the Board’s rigorous application of the rules, the scholar and the topic, as well as schools.

The program has provided new opportunities similar success since public and private schools have had opened up to include public schools. As leading to a more balanced and competitive substantial activity and funding across all.

Among the data supporting those conclusions were the data showing the total grants and funding by program area from 2003-2014. The data showed substantial activity and funding across all of the Foundation’s 12 mission areas.

The reports also noted that the Board in 2004 had removed major obstacles, leading to a more balanced and competitive program. One such obstacle was removed when the Faculty Fellowship program was opened up to include public schools. As shown in the chart below, the faculties at the private and public schools have had similar success since public and private schools began to compete. In particular, the Board noted that the Faculty Fellowship program has provided new opportunities for faculty at California State University schools.

Overall, the report supported the Board’s "structured" approach of considering all eligible proposals, no matter the institution, the scholar and the topic, as well as the Board’s rigorous application of the rule “best proposal wins.” A copy of the Haynes Foundation’s Annual Program Poster for FY2015-2016 is found on the facing page.

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GRANTS BY PROGRAM AREAS

2003-04 through 2013-14 (11 years)

<table>
<thead>
<tr>
<th>Program Area</th>
<th>Dollars (millions)</th>
<th>Awards</th>
<th>Years Funded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>1.7</td>
<td>16</td>
<td>10</td>
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<tr>
<td>Local Government</td>
<td>1.6</td>
<td>22</td>
<td>10</td>
</tr>
<tr>
<td>Fellowships – Doctoral Dissertation</td>
<td>1.5</td>
<td>74</td>
<td>11</td>
</tr>
<tr>
<td>Archival</td>
<td>1.4</td>
<td>50</td>
<td>11</td>
</tr>
<tr>
<td>Business and Economics</td>
<td>1.4</td>
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<td>7</td>
</tr>
<tr>
<td>Fellowships – Faculty Fellowships</td>
<td>1.1</td>
<td>99</td>
<td>11</td>
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<tr>
<td>Natural Resources</td>
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<td>6</td>
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<tr>
<td>Demographics</td>
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<td>10</td>
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<td>Transportation</td>
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<td>Public Personal Services</td>
<td>0.5</td>
<td>4</td>
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<tr>
<td>Public Safety</td>
<td>0.4</td>
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<tr>
<td>Elections</td>
<td>0.4</td>
<td>5</td>
<td>3</td>
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</table>

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FACULTY FELLOWSHIP AWARDS (2003-2014)

Private Institutions (32)

<table>
<thead>
<tr>
<th>Institution</th>
<th>Awards</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>USC</td>
<td>19</td>
<td>13</td>
</tr>
<tr>
<td>CGU, Oxy, Pomona College</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Public Institutions (32)

<table>
<thead>
<tr>
<th>Institution</th>
<th>Awards</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>UCI, UCLA, UCR</td>
<td>14</td>
<td>18</td>
</tr>
<tr>
<td>Cal Poly Pomona, CSUF, CSULA, CSULB, CSUN</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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GRANTS

Major Research Grants
The Foundation seeks applications and awards grants and fellowships for original research on major economic, social and political problems of the Los Angeles Region. Preference is given to applied studies which, in addition to adding significantly to knowledge and understanding of issues, are judged to show promise of influencing policies and practices addressing these issues. The research project potential for publication and its use by the community are also taken into account.

**Deadline:**
- November 3, 2015
- August 24, 2016
- November 9, 2016
- May 11, 2016

Archival Grants
A modest portion of the Foundation’s annual research budget is reserved to support archival and cataloging projects important to Los Angeles. The relevance and significance of the materials to Southern California and for public policy, along with their fragility, rarity and completeness are taken into account in selecting these projects for award.

**Deadline:** January 5, 2016

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FELLOWSHIPS

Faculty Fellowships
Faculty Fellowships are awarded by the Foundation on an annual basis to social science faculty members teaching at any university or four-year college in the Los Angeles Region. The fellowships are competitive and favor is given to proposals which are well conceived, innovative, imaginative, and break new ground on economic, social and political problems in the Los Angeles region.

**Deadline:**
- December 10, 2015
- December 13, 2016

Haynes Lindley Doctoral Dissertation Fellowships (5 awards available @ $20,000 each)

The Haynes Lindley Doctoral Dissertation Fellowships are competitively awarded on an annual basis to Ph.D. candidates enrolled at institutions awarding the Ph.D. degree in the social sciences in the Los Angeles Region (i.e., the California Institute of Technology, the Claremont Graduate University, Pardee RAND Graduate School, the University of California, Los Angeles, the University of California, Irvine, the University of California, Riverside, and the University of Southern California). Applicants must have had their dissertation proposals accepted and be working with their faculty advisors.

**Deadline:** February 17, 2016

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HIGHLIGHTS OF THE APPLICATION PROCESS

Research and Archival Grants
- Cover letter from the institution, signed by an administrative officer.
- A statement of purpose for which the funds will be used.
- Detailed budget and time line.
- Names and qualifications of the personnel involved
- Copies of the institution’s exemption letters from the Internal Revenue Service and the California Franchise Tax Board.

Faculty Fellowships (5 packets)
- Cover letter from the institution, signed by an academic dean or other administrative officer.
- Two page proposal stating the research problem or project goals, the methods to be used, and the way the grant money will be spent.
- A two page condensed personal resume.
- Double spaced in 12 point type.
- Print double sided with three-hole punch.

Haynes Lindley Doctoral Dissertations Fellowships (5 packets)
- A letter of recommendation signed and sent separately by the applicant’s faculty advisor with an estimate of the completion date. The letter will be considered confirmation of the student’s accomplishment.
- A one page cover sheet
- Six page proposal stating the research project, project goals and methods to be used
- Double spaced in 12 point type.
- One page bibliography listing key sources of direct relevance to the dissertation topic.
- A two page condensed personal resume.
- This program is named in memory of Haynes Lindley, a Foundation Trustee from 1982-1997.
Seated, left to right: Jane Pisano, Philip M. Hawley. Standing, left to right: Roberto Suro, Daniel A. Mazmanian, William J. Burke, Gilbert T. Ray, Enrique Hernandez, Jr., Robert A. Eckert, Robin Kramer, Gil Garcetti.

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2013 and 2014

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Executive Director
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Daniel A. Mazmanian
Professor
University of Southern California

Gilbert T. Ray
Retired Partner
O'Melveny & Myers, LLP

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Professor
University of Southern California

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