



Conrad N. Hilton  
FOUNDATION

The Conrad N. Hilton Foundation is a family foundation established in 1944 by the man who started Hilton Hotels. We fund organizations working to improve the lives of disadvantaged and vulnerable people throughout the world.

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# Reflections

Our philanthropic endeavors reflect the faith, vision, and values that guided the Foundation's founder.

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In 2010, the Conrad N. Hilton Foundation distributed more than \$100 million to nonprofit organizations—the largest amount in our history. In the pages that follow, we present some of the stories behind the numbers.

Our board of directors approved program strategies to guide our work over the next five years in two key areas—providing access to safe water in developing countries and ending chronic homelessness in Los Angeles County. The strategies and landscape research may be viewed on our website. We look forward to building upon the Foundation's 20 years of leadership and experience in advancing each of these issues.

Hilton Foundation support helped make possible the release of *The Measure of America 2010–2011: Mapping Risks and Resilience*, a publication that comparatively ranks the fundamental building blocks of health, education, and income throughout our nation. Presenting plentiful data plus recommendations for improvement, the report is stimulating fact-based public debate nationwide.

Stepped-up communications efforts encompassed participation in the “Giving Pledge” championed by Warren Buffett and Bill and Melinda Gates, creation of a communications manager position, and brand development. We also launched a dynamic website that provides in-depth information about our Foundation and our activities.

On behalf of our board and staff, we remain ever grateful to our partners and grantee organizations for their commitment to implementing Conrad Hilton's timeless vision to relieve the suffering of the distressed and the destitute.



Barron Hilton  
Chairman of the Board



Steven M. Hilton  
President and Chief Executive Officer

# Our approach

In partnership with leading nonprofit organizations, governments, and other funders, we address critical societal needs in the United States and around the world.

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## Philanthropic resources

International business pioneer Conrad Hilton established the Conrad N. Hilton Foundation originally as a trust in 1944 and in 1950 all assets were transferred to a nonprofit corporation. When he died in 1979, he bequeathed virtually his entire estate to the Foundation with a mandate to help the world's disadvantaged and vulnerable people. At the end of 2010, the Foundation's assets totaled approximately \$2 billion and our cumulative giving was nearly \$940 million.

Following his father's example, Barron Hilton has pledged the bulk of his personal fortune to the Foundation. Adding to his father's legacy will enable the Foundation to become an even more significant funder in the future.

## Focused on impact

To maximize effectiveness and impact, we cultivate long-term projects and partner with organizations whose efforts are aligned with our program strategies. We welcome the involvement of additional funders to help ensure the long-term stability of these projects.

Given our proactive approach, the Foundation does not encourage unsolicited proposals. For additional funding opportunities available through the Conrad N. Hilton Fund for Sisters or the Conrad N. Hilton Humanitarian Prize, please see pages 8 and 12, respectively.

# Our priorities

Rooted in the life interests and last will of our founder, the Conrad N. Hilton Foundation pursues approaches that touch a diversity of people, places, and needs.



## STRATEGIC INITIATIVES

Our initiatives involve funding several partners, generating new knowledge, and collaborating with other funders to achieve measurable impact.

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Providing safe water

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Ending chronic homelessness

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Preventing substance abuse

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Caring for vulnerable children

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Supporting Catholic Sisters

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## MAJOR PROGRAMS

The Foundation also gives priority to the following program areas.

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Confronting sight loss

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Overcoming multiple sclerosis

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Responding to disasters

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Nurturing Catholic schools

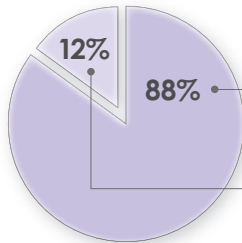
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Educating students for hospitality industry

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### 2010 Grant Payments: \$100.1 million



Priority areas  
\$88.1 million

Other areas  
\$12 million



### Providing Safe Water

*Increasing sustainable access to safe water for people in severe need in developing countries.*

Over two decades, we have invested or committed more than \$84 million to provide access to safe water for two million people. Our programs are part of a comprehensive approach, including access to Water, Sanitation, Hygiene, and means of improving livelihoods (WASH+).

The five-year strategy that we developed in 2010 will enable the Foundation to continue working with a range of partners to address the needs of the ultra poor in Burkina Faso, Ethiopia, Ghana, Mali, and Niger in sub-Saharan Africa, and water-stressed areas of India and Mexico. We expect this to result in sustainable safe water access for at least one million additional people, an increased percentage of functioning water systems, increased funding to the water sector through advocacy, and increased knowledge and capacity of local people to effectively implement water programs.

In 2010, grants totaling \$4 million were awarded to World Vision, Water.org, and the Pacific Institute for Studies in Development, Environment and Security. In addition, we awarded \$822,000 to the Millennium Water Alliance, augmenting our previous \$7 million investment, to benefit 360,000 villagers in Ethiopia.

## Ending Chronic Homelessness

*Making permanent supportive housing a reality for chronically homeless people in Los Angeles County.*

With nearly 50,000 persons who are homeless each night, approximately one quarter of whom are chronically homeless, Los Angeles has been dubbed the nation's "homeless capital." In 2010, we adopted a five-year strategy to help eliminate chronic homelessness in Los Angeles County through supporting the creation of permanent supportive housing, ensuring that the most needy are housed and stay housed, and preventing new occurrences of chronic homelessness. We awarded \$13.8 million this year toward implementing the strategy, bolstering efforts to develop supportive housing, identify and house persons who are chronically homeless, and incentivize public and private funders to align funding toward permanent solutions to homelessness.

The Business Leaders Task Force on Homelessness, with support from the Hilton Foundation, released the Home for Good Action Plan to end chronic and veteran homelessness in Los Angeles by 2016. The plan received unprecedented support from elected and public officials and private, philanthropic, and community leaders at a signing event in December.

Since 1990, our investments in addressing chronic homelessness nationwide have totaled \$55 million, of which \$32 million has targeted our current focus area of Los Angeles.



Courtesy United Way of Greater Los Angeles

### Preventing Substance Abuse

*Helping people gain the understanding, skills, and confidence to resist drugs and alcohol abuse.*

In the field of substance abuse, the Foundation is funding research, prevention, intervention, and treatment. We are determined to help people gain the understanding, skills, and confidence to resist drugs and alcohol abuse.

In 2010, we awarded funding to evaluate the long-term effectiveness of the Betty Ford Center's intensive four-day program for children ages 7–12 who have at least one parent with an addiction. Six and twelve months following discharge, surveys will be administered to measure changes in personal, social, and family functioning, with evaluation results presented for publication in scientific journals.

We also are supporting a study of adolescent substance use being conducted by The National Center on Addiction and Substance Abuse (CASA) at Columbia University. When completed in 2011, the CASA report will include detailed recommendations for action and be broadly disseminated to those able to put recommendations into practice.

We continue to fund the Project ALERT school-based curriculum, designed to provide teens with the motivation and skills to resist substance abuse.





## Caring for Vulnerable Children

*Helping youth involved with the foster care system in the United States, and children affected by AIDS in the developing world, thrive in the communities where they live.*

In our relatively new priority area of foster youth, the Foundation continues partnerships with the South Los Angeles Child Welfare Initiative, San Diego State University's Guardian Scholars Program, and the University of Pennsylvania's Dennis Culhane. In 2010, we provided a new grant to the Child Welfare Initiative, which, under the leadership of nationally recognized expert Andrew Bridge, will initially focus its Los Angeles County efforts on kinship care providers (grandparents or other relatives) and a group that is particularly challenged—youth aging out of foster care.

Services for young children affected or infected by HIV/AIDS in the developing world often do not meet their various needs adequately or holistically. Sensing an opportunity to make a difference, in 2009, we awarded funding to CARE and Save the Children to create and test an Essential Package for Early Childhood Development in HIV/AIDS contexts in Zambia and Mozambique. It contains evidence-based resources to improve service delivery in multiple sectors—including health, education, legal protection, and economic strengthening—as well as monitoring and evaluation frameworks. Grants awarded in 2010 enable the Firelight Foundation and FXB to apply and test these tools and standards via community-based organizations in Malawi, Rwanda, and Uganda.

Historically, the Foundation has provided \$29 million toward programs caring for vulnerable children. One effort improved the capacity of Early Head Start and Migrant Head Start programs nationwide to more effectively serve infants and toddlers with disabilities and their families.





## STRATEGIC INITIATIVES

### Supporting Catholic Sisters

*Helping Sisters sustain and broaden the impact of their work.*

Recognizing the aptitude of Catholic Sisters to bring hope and self-sufficiency to those in great need, Conrad Hilton gave generously to Sisters' ministries and instructed the Foundation to do so as well.

Most of our giving to Sisters is channeled through the Conrad N. Hilton Fund for Sisters ([hiltonfundforsisters.org](http://hiltonfundforsisters.org)), which, since 1986, has distributed more than \$84 million to Sisters' projects serving the poor in 142 countries. In 2010, some 850 projects in 80 countries received funding, including programs addressing human trafficking. Also this year, the Fund for Sisters received the Charles Carroll Award, conferred by Catholic philanthropic leadership to exemplify outstanding charitable service and reflect the virtues of generosity, integrity, and responsibility.

To build project management capabilities among African Sisters, the Foundation engaged Marywood University and the African Sisters Education Collaborative to create and implement the Sisters Leadership Development Initiative. Coursework and training began in 2007 in Ghana, Kenya, Nigeria, Tanzania, and Uganda. To date, 340 Sisters have graduated and, by design, have begun to mentor others. Planning is underway to train an additional 400 Sisters by 2013 and extend the program to Zambia.

### Confronting Sight Loss

*Preventing blindness and empowering those facing the challenges of visual impairment.*

Since 1997, the Hilton Foundation has invested nearly \$40 million to prevent and control trachoma, an infectious eye disease that, left untreated, leads to total blindness. We currently partner with The Carter Center and Helen Keller International in Mali, Niger, Southern Sudan, and Tanzania, to deliver services and build capacity within national governments. The Foundation's investments in addressing trachoma align with the SAFE strategy (surgery, antibiotics, facial cleanliness, and environmental improvement) recommended by the World Health Organization. This year, we supported thousands of sight-saving surgeries, construction of latrines, hygiene education in schools, and trachoma prevention messaging on public radio stations.

Since 1989, Hilton Foundation support has enabled the Perkins School for the Blind to extend its expertise to more than 60 countries, building the capacity of local agencies to improve education services and resources for children who are deafblind or visually impaired with multiple disabilities. Perkins collaborates with a wide spectrum of organizations and governments to strengthen the skills of teachers, support parents, develop university programs, advocate for improved education and disability policies, and promote Braille literacy. To date more than 225,000 children, family members, teachers, and professionals have directly benefited from the Foundation's \$65 million investment.

### Overcoming Multiple Sclerosis

*Seeking a cure and improving quality of life for those who are affected by MS.*

A disease of the central nervous system that disrupts the ability of nerves to transmit signals from the brain, multiple sclerosis can cause gradual disability. The severity and specific symptoms can be unpredictable and vary from one person to another. For more than five decades, the Hilton Foundation has supported research and efforts to aid those affected by the disease with grants totaling \$14 million.

Through multi-year grants, we provide ongoing support to two separate endeavors: a Mayo Clinic study of myelin repair in MS patients, and, through The Marilyn Hilton MS Achievement Center at UCLA, comprehensive wellness interventions for people with MS. A partnership between the UCLA Department of Neurology and the National Multiple Sclerosis Society, Southern California Chapter, the Center is named in honor of Marilyn Hilton, late wife of Barron Hilton, who endured the disease for decades yet radiated a positive spirit.

MS patients who become pregnant experience a significant decrease in relapses, attributed to the pregnancy hormone estriol. In 2010, the Foundation awarded a \$750,000 grant over three years to UCLA to conduct additional clinical and pre-clinical studies on estriol treatment, supporting the ultimate goal of FDA approval of oral estriol as a treatment for relapsing remitting MS.

## MAJOR PROGRAMS

### Responding to Disasters

*Providing assistance to people in the aftermath of natural disasters and promoting disaster preparedness.*

The Hilton Foundation has a long history of supporting international and domestic disaster relief and recovery activities. In all of its work in this sector, the Foundation seeks to promote compliance with internationally accepted standards and best practices.

In response to Haiti's 2010 earthquake, the Foundation awarded over \$1 million to support medical relief, water and sanitation, shelter, and services for orphans and other children through grants to Catholic Relief Services, Global Fund for Children, International Medical Corps, Partners in Health, and the William J. Clinton Foundation.

In the aftermath of Pakistan's 2010 floods, the Foundation awarded \$750,000 to support water and sanitation, emergency medical services, and malaria control through grants to BRAC, International Medical Corps, Merlin, and Oxfam.

The Institute of Mental Hygiene of the City of New Orleans received \$1 million over two years to continue the implementation and refinement of the Bridge to Quality Program, a model for instituting and sustaining improvements in the quality of child care available to low-income families in Orleans Parish and beyond. With this grant, the Foundation has now contributed a total of \$11 million to post-Katrina relief and recovery efforts.

In addition to *responding* to disasters, part of our mission is to help communities *prepare* for them as well. To this end, the Foundation awarded \$500,000 over two years to the Los Angeles Region of the American National Red Cross to help implement Phase Two of the Catastrophic Disaster Plan, building the region's capacity to respond swiftly and effectively to earthquakes and other major disasters.

## Nurturing Catholic Schools

*Supporting Catholic schools and extending their educational benefit to more youth.*

The Conrad N. Hilton Foundation supports Catholic schools and seeks to extend their educational benefit to more students.

In 2010 the Hilton Foundation awarded a \$10 million challenge grant to support construction of a learning center and gymnasium at St. Paul the Apostle School in Los Angeles, a K–8 primary school attended by a number of Hilton family members, including Barron Hilton.

The Catholic Education Foundation was awarded \$200,000 over two years to support Save Our Students, a tuition assistance program for underserved students in Los Angeles living with non-parental guardians or in homeless shelters.

The Foundation also contributed an additional \$500,000 to the Conrad N. Hilton Endowed Scholarship Fund at Mount St. Mary's College in Los Angeles. This endowment was created through a series of grants totaling \$1.25 million between 1982 and 2001 and now generates enough revenue to support eight students each year.

Direct scholarship support was provided in the amount of \$100,000 to St. Thomas Aquinas College in Santa Paula and in the amount of \$400,000 over four years to Loyola High School of Los Angeles.

## Educating Students for Hospitality Industry

*Creating opportunities for the next generation of hotel and restaurant managers.*

In 2010, the Foundation awarded a grant totaling \$7.5 million over five years to the University of Houston Foundation to support the Conrad N. Hilton College of Hotel & Restaurant Management, our flagship program in hospitality education. In addition to providing operating and program support, the College uses a portion of the grant to match donations from alumni and others. This matching gift program has helped the College to develop new relationships and motivate previous donors.

In addition, each year the College designates a small number of students as Conrad N. Hilton Jr. Scholars. With some of the funds from this most recent grant, an endowment has been created at the University of Houston Foundation to provide ongoing scholarship support for these students.

In total, the Hilton Foundation has awarded over \$60 million to the College since its founding in 1969.

In 2010, a grant totaling \$1 million over two years was awarded to Cornell University to establish the Conrad N. Hilton Foundation Scholarship Fund for undergraduate students in the School of Hotel Administration.

Now in its third full year, the School of Hospitality Leadership at DePaul University—created with the assistance of a previous grant from the Hilton Foundation—continues to mature and realize positive growth.

# Conrad N. Hilton Humanitarian Prize

*Honoring extraordinary contributions toward alleviating human suffering.*

The Conrad N. Hilton Humanitarian Prize was created in 1996 to advance the work of exceptional organizations and to focus attention on the increasing need for humanitarian aid worldwide. This annual \$1.5 million prize is the world's largest humanitarian award. The selection is made by an independent international jury.

The 2010 recipient of the Hilton Humanitarian Prize was Aravind Eye Care System, the world's largest eye care provider. Based in India, where extreme sun and genetics cause Indians to get cataracts in their 40s and 50s, Aravind's unique assembly-line approach increases productivity tenfold, allowing it to perform 300,000 eye surgeries each year—60 percent subsidized or provided free to the poor. Aravind operates five hospitals, a manufacturing center for ophthalmic products, an international research foundation, and a resource and training center that is revolutionizing eye care throughout the world. Aravind is now promoting the principles behind its model to the rest of the developing world, where 268 eye hospitals in 27 countries have received consultancy services in eye care management.

The Hilton Humanitarian Prize was presented to Aravind during the annual conference of the Global Philanthropy Forum—a community of donors and social investors committed to international causes.

Learn about the Hilton Humanitarian Prize and view past recipients on the Foundation's website.



Courtesy Ryan Pyle



## Excerpts from Conrad N. Hilton's Last Will and Testament

*I bequeath some cherished conclusions formed during a lifetime of study and contemplation:*

*There is a natural law, a Divine law, that obliges you and me to relieve the suffering, the distressed and the destitute...*

*...our fellow men deserve to be loved and encouraged—never to be abandoned to wander alone in poverty and darkness...*

*...let there be no territorial, religious, or color restrictions on your benefactions...*

*Shelter little children with the umbrella of your charity; be generous to their schools, their hospitals and their places of worship... Give aid to their protectors and defenders, the Sisters, who devote their love and life's work for the good of mankind...*

# Our founder

Assume your full share of responsibility  
for the world in which you live.

- CONRAD N. HILTON

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Born to humble roots in New Mexico, Conrad N. Hilton became an international business pioneer and ambassador of goodwill. He left his fortune to the Conrad N. Hilton Foundation with a mandate to relieve the suffering of the distressed and destitute without regard to race, religion, or country.

Guided by the example of his German-American mother and Norwegian immigrant father, Conrad Hilton's life was grounded in a deep faith in God and country, an intrinsic belief in hard work, and the ability to "dream big." He was also profoundly influenced by the Catholic Church and its Sisters.

### International hotel magnate

Known for his optimism, honesty, and unflinching sense of fairness, Conrad Hilton's keen business acumen led him to great success. He founded Hilton Hotels, which became the largest and most profitable international hotel chain of his era. The hotel empire he founded in 1919, although no longer under Hilton family leadership or control, still spans the globe. To this day, the Hilton name remains synonymous with the hotel industry.

Conrad Hilton left his mark on the hospitality industry in many ways. He expanded overseas at a time when most Americans were content to operate their businesses within the United States. Never imposing an American-only culture on his guests, he insisted that each of his hotels reflect the community that it served. The Hilton corporate motto, "World Peace Through International Trade and Travel," conveyed his belief in the power of travel to foster understanding among peoples of the world.

### Goodwill ambassador and lifelong humanitarian

Conrad Hilton spoke often about world peace and vigorously advocated international cooperation and progress in developing countries. A fervent patriot, he hosted the first Congressional Prayer Breakfast in 1953 with President Dwight D. Eisenhower, placed inspirational messages in national magazines, and published the stirring prayer essay, "America on Its Knees."

His concern for those in need was genuine and deep. The bequest of virtually his entire estate to the Conrad N. Hilton Foundation ensures that his wealth will be perpetually reinvested to improve the lives of disadvantaged and vulnerable people throughout the world.

# Financial statements

## Statements of Financial Position

Audited

	YEAR-END 2010 (December 31)	YEAR-END 2009 (December 31)
<b>Assets</b>		
Cash and cash equivalents	\$ 65,486,648	\$ 12,430,072
Amounts receivable from the sale of investments	23,547,458	42,349,115
Dividends and interest receivable	369,279	795,411
Program-related advances	25,000,000	24,000,000
Long-term investments	2,014,895,099	1,884,712,321
Property, plant and equipment	11,036,261	8,252,640
Other	51,149	74,138
<b>Total assets</b>	<b>\$ 2,140,385,894</b>	<b>\$ 1,972,613,697</b>

## Liabilities and Unrestricted Net Assets

Accounts payable and accrued liabilities	\$ 2,187,919	\$ 3,041,701
Payable for purchase of investments	421,646	516,288
Grants payable	92,069,932	121,487,110
Total liabilities	94,679,497	125,045,099
<b>Unrestricted net assets</b>	<b>2,045,706,397</b>	<b>1,847,568,598</b>
<b>Total liabilities and unrestricted net assets</b>	<b>\$ 2,140,385,894</b>	<b>\$ 1,972,613,697</b>

## Combined Assets

The following is presented for informational use only. This information has not been subject to audit and is presented to provide an indication of the current asset value of the Conrad N. Hilton Foundation and two related trusts, of which the Conrad N. Hilton Foundation is the sole remainder beneficiary. The assets held within the two remainder unitrusts will be distributed to the Foundation following the death of Barron Hilton, who has additionally named the Foundation as the primary beneficiary of his personal estate. For purposes of this presentation, no estimate of Mr. Hilton's personal estate is included in the combined asset presentation.

	YEAR-END 2010 (December 31)	YEAR-END 2009 (December 31)
Conrad N. Hilton Foundation	\$ 2,140,385,894	\$ 1,972,613,697
W. Barron Hilton Charitable Remainder Unitrust	723,600,000	664,800,000
2006 Barron Hilton Charitable Remainder Unitrust	1,233,800,000	1,145,600,000
<b>Total</b>	<b>\$ 4,097,785,894</b>	<b>\$ 3,783,013,697</b>



# Financial statements

## Statements of Activities

Audited

	YEAR-END 2010 (December 31)	YEAR-END 2009 (December 31)
<b>Changes in Net Assets</b>		
<i>Revenues and gains</i>		
Operating revenues	\$ 30,197,903	\$ 31,455,434
Net realized/unrealized gains on investments	244,477,318	358,736,048
Contributions received	3,821,456	14,046,109
Total revenues and gains	278,496,677	404,237,591
Less investment expenses	2,190,550	3,529,723
<b>Net revenues and gains</b>	<b>\$ 276,306,127</b>	<b>\$ 400,707,868</b>
<b>Expenses</b>		
Approved grants	\$ 67,811,057	\$ 26,156,038
Operating expenses	10,013,269	10,905,779
Excise taxes	344,002	1,025,670
Total expenses	78,168,328	38,087,487
Increase in net assets	198,137,799	362,620,381
Unrestricted net assets—beginning of year	1,847,568,598	1,484,948,217
<b>Unrestricted net assets—end of year</b>	<b>\$ 2,045,706,397</b>	<b>\$ 1,847,568,598</b>

# Staff

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## EXECUTIVE

Steven M. Hilton  
*President and CEO*

Marge Brownstein  
*Executive Assistant –  
Special Projects*

Katherine Miller  
*Executive Assistant to the  
President and CEO*

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## ADMINISTRATION

Patrick J. Modugno  
*Vice President, Administration  
and Chief Financial Officer*

Rose M. Arnold  
*Grants Manager*

Kathy Bagliere  
*Administrative Assistant*

Jordan Faires  
*Senior Grants Manager*

Taryn Lee  
*Human Resources Manager*

Meghan Morales  
*Administrative Assistant*

Tim Ortez, CPA  
*Treasurer*

Gwen Short  
*Administrative Assistant*

Leslie A. Smith  
*Financial Assistant*

Marcia C. Trujillo-Penman  
*Corporate Secretary and  
Assistant Treasurer*

## GRANT PROGRAMS

Edmund J. Cain  
*Vice President, Grant Programs*

Gregory Anderson  
*Program Officer,  
International Programs*

Braimah Apambire, Ph.D.  
*Senior Program Officer,  
International Programs and  
Senior Advisor, WASH*

Jeannine Balfour  
*Senior Program Officer,  
Domestic Programs*

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*Program Officer,  
Domestic Programs*

Jackie Hunt  
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Domestic Programs*

Andrea Iloulian  
*Program Associate,  
Domestic Programs*

Shaheen Kassim-Lakha, DrPH  
*Director, International Programs*

Amy Macaux  
*Program Associate,  
International Programs*

Brad Myers  
*Program Officer,  
Domestic Programs*

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*Director, Domestic Programs*

Maira Silverio  
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*Program Associate,  
International Programs*

## INVESTMENTS

Randy Kim, CFA  
*Vice President and  
Chief Investment Officer*

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*Senior Investment Associate*

Blair Critchlow  
*Investment Analyst*

Zane Hamilton, CFA  
*Senior Investment Associate*

Jay Kang, CFA  
*Director of Investments*

Yatin Patel  
*Senior Investment Associate*

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## CONRAD N. HILTON HUMANITARIAN PRIZE

Judy M. Miller  
*Vice President and Director,  
Hilton Humanitarian Prize*

Nicole Gulotta  
*Coordinator,  
Hilton Humanitarian Prize*

Maggie B. Miller  
*Manager,  
Hilton Humanitarian Prize*

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## COMMUNICATIONS

Judy M. Miller  
*Vice President and Director,  
Hilton Humanitarian Prize*

Marc Moorghen  
*Communications Manager*

# Directors

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Barron Hilton  
*Chairman of the Board*

Steven M. Hilton  
*President and  
Chief Executive Officer*

William H. Foege, M.D., M.P.H.

James R. Galbraith

Conrad N. Hilton III

Eric M. Hilton

Hawley Hilton McAuliffe

William B. Hilton, Jr.

Sister Joyce Meyer, PBVM

John L. Notter

William G. Ouchi, Ph.D.

DIRECTOR EMERITUS

Donald H. Hubbs

Improving the lives  
of disadvantaged  
and vulnerable people  
throughout the world.

# Conrad N. Hilton

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Cover photograph courtesy Community Solutions  
An outreach worker surveys a homeless woman on Skid Row in Los Angeles.

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