MINNESOTA HISTORICAL SOCIETY

Robina Foundation

DAmoth

Robina Foundation
80 South 8th Street, Suite 4900
Minneapolis, MN 55402

ROBINA FOUNDATION
Board Meeting

Conference Call

Wednesday, November 19, 2008
9:00 a.m. – 11:00 a.m. (CST)

THE CENTER FOR VICTIMS OF TORTURE

October 6, 2008

Mr. Gordon Aamoth
President and CEO
Robina Foundation
400 IDS Center
80 South 8th Street
Minneapolis, MN 55402

Dear Mr. Aamoth:

On behalf of the Center for Victims of Torture, thank you very much for the Robina Foundation's generous grant of $25,000. Thank you also for the kind words you wrote in the grant award letter; we're grateful for your support.

We will allocate the Foundation's grant to our public policy work, and in particular to our Campaign to Ban Torture—an effort to secure a Presidential Executive Order banning the use of torture and cruel treatment in U.S. counterterrorism efforts. When Ed called me to let me know that this grant would be forthcoming, we agreed that our anti-torture initiative would be an appropriate area to receive this generous funding.

The Campaign to Ban Torture is a partnership among the Center for Victims of Torture, the National Religious Campaign Against Torture, and Evangelicals for Human Rights. CVT launched this campaign 18 months ago, when we conceived of the idea to join the voices of the nation's religious leaders, who argue that torture is always immoral and never justifiable, with the voices of leaders from the military, national security and foreign policy sectors, who argue that torture is ineffective and in fact damaging to U.S. national security interests.

To date more than 250 senior leaders from the military, national security, foreign policy and faith sectors have endorsed the *Declaration of Principles for a Presidential Executive Order on Prisoner Treatment, Torture and Cruelty*. The list includes three former Secretaries of Defense, three former National Security Advisors, three former Secretaries of State, and four former members of the Joint Chiefs of Staff. I've enclosed a copy of the Declaration; more information on the project is available on the Campaign web site (www.CampaignToBanTorture.org).

Please extend our sincere thanks to members of the Foundation's Board of Directors. We will keep you up to date on our progress.

Regards,

Peter Dross
Director of Policy and Development

cc: Ed Spencer

CAMPAIGN
TO BAN
TORTURE

American Voices for American Values

Declaration of Principles for a Presidential Executive Order on Prisoner Treatment, Torture & Cruelty

Though we come from a variety of backgrounds and walks of life, we agree that the use of torture and cruel, inhuman or degrading treatment against prisoners is immoral, unwise, and un-American.

In our effort to secure ourselves, we have resorted to tactics which do not work, which endanger US personnel abroad, which discourage political, military, and intelligence cooperation from our allies, and which ultimately do not enhance our security.

Our President must lead us by our core principles. We must be better than our enemies, and our treatment of prisoners captured in the battle against terrorism must reflect our character and values as Americans.

Therefore, we believe the President of the United States should issue an Executive Order that provides as follows:

The "Golden Rule." We will not authorize or use any methods of interrogation that we would not find acceptable if used against Americans, be they civilians or soldiers.

One national standard. We will have one national standard for all US personnel and agencies for the interrogation and treatment of prisoners. Currently, the best expression of that standard is the US Army Field Manual, which will be used until any other interrogation technique has been approved based on the Golden Rule principle.

The rule of law. We will acknowledge all prisoners to our courts or the International Red Cross. We will in no circumstance hold persons in secret prisons or engage in disappearances. In all cases, prisoners will have the opportunity to prove their innocence in ways that fully conform to American principles of fairness.

Duty to protect. We acknowledge our historical commitment to end the use of torture and cruelty in the world. The US will not transfer any person to countries that use torture or cruel, inhuman, or degrading treatment.

Checks and balances. Congress and the courts play an invaluable role in protecting the values and institutions of our nation and must have and will have access to the information they need to be fully informed about our detention and interrogation policies.

Clarity and accountability. All US personnel—whether soldiers or intelligence staff—deserve the certainty that they are implementing policy that complies fully with the law. Henceforth all US officials who authorize, implement, or fail in their duty to prevent the use of torture and ill-treatment of prisoners will be held accountable, regardless of rank or position.

NRCAT National Religious Campaign Against Torture — www.nrcat.org

EHR EVANGELICALS *for* HUMAN RIGHTS — www.evangelicalsforhumanrights.org

THE CENTER FOR VICTIMS OF TORTURE — www.cvt.org

This initiative is coordinated by the National Religious Campaign Against Torture, Evangelicals for Human Rights, and the Center for Victims of Torture.

September 18, 2008

Douglas Johnson, M.P.P.M.
Executive Director
The Center for Victims of Torture
717 E. River Parkway
Minneapolis, MN 55455

Dear Mr. Johnson:

I am pleased to inform you that the Board of Directors of the Robina Foundation has awarded The Center for Victims of Torture a grant in the amount of $25,000. We are pleased to support the work of the Center, which makes an important difference in the lives of people impacted by the cruelty of torture.

The grant, to be used at the discretion of the Center, is a one-time grant made in honor of retiring Robina Board Member, Edson W. Spencer. Ed, who has made a tremendous contribution to the work of Robina, directed the grant to your organization.

The grant payment, in its entirety, is enclosed with this letter. Due to the special nature of this grant, there is no opportunity for the Center to apply for future funding.

Please formally acknowledge receipt of this grant in a letter to the Robina Foundation at your earliest convenience.

Again, we are pleased to support the Center for Victims of Torture and wish you all the best in your important work.

Sincerely,

Gordon Aamoth
President and Chief Executive Officer

Enclosure ——— check # 5251

cc: Edson W. Spencer

Robina Foundation Board of Directors Meeting

Conference Call

Wednesday, November 19, 2008
9:00 a.m. to 11:00 a.m. (CST)

Participant Instructions:

1. **Dial 1-866-633-3380**
2. **Dial the room number *3167335* (The star key must be pressed before and after your room number.)**
3. **Wait to be added to the conference.**

Time	Agenda Item	Tab #
9:00 a.m.	**Welcome and Call to Order – Aamoth**	
9:05 a.m.	**Minutes of August 2008 Board Meeting – Schroeder** - Action Item	1
9:10 a.m.	**Committee Reports** A. **Grants Program – Schroeder** 1. U of M Law School Update – Action Item 2. Abbott Northwestern Update 3. Council on Foreign Relations Update 4. Yale Update	2
9:20 a.m.	**Human Rights Scan and February Retreat – Karoff and Barbara Frey** (Frey's Preliminary Report – sent to BOD in advance)	3
10:10 a.m.	**President's Report – Aamoth** A. Current Reports (September-November) B. Quarterly BOD Stipend Distribution (April 2005 Board Minutes) C. New Board of Directors Nomination	4
10:20 a.m.	**Committee Reports Continued** B. **Finance - Aamoth** 1. Third Qtr Financial Statement (CBIZ Report Enclosed) – Action Item 2. J. P. Morgan Estate – Update 3. USBank and TIFF – Update 4. Policy Discussion C. **Audit – Karoff** 1. Meeting with Wilkerson Audit firm on December 11, 2008 D. **Legal Update - Crosby**	5 6
10:50 a.m.	**Future Board Meetings – Aamoth**	7
10:55 a.m.	**Other Business**	
11:00 a.m.	**Adjournment**	

Table of Contents

8-OD/OE

1

Robina Foundation
Meeting Minutes
August 26-27, 2008

DRAFT

The Annual Meeting of the Board of Directors of the Robina Foundation, a Minnesota nonprofit corporation, was held on August 26 and 27, 2008 in Minneapolis, Minnesota.

The following Directors were in attendance at the meeting: Gordon Aamoth, Thomas Crosby, Edson Spencer, Peter Karoff, Steven Schroeder.

Jean Sazevich, Foundation Consultant, was also present and served as recorder.

There were no Directors absent.

August 26, 2008

Call to Order

Gordon Aamoth, President, called the meeting to order and welcomed Board Members.

Conflict of Interest Policy and Disclosures

There were no new disclosures by Board Members of situations that would pose a conflict of interest with their service on the Board.

Peter Karoff asked that he not be contacted about nor involved in any prospective business the Foundation may want to engage The Philanthropic Initiative (TPI) to conduct given his role as founder and current board member of TPI.

Minutes

The Minutes of the May 20, 2008 Board Meeting were reviewed by the Board. There were no corrections.

A motion was made and seconded to approve the minutes. A vote was taken and the motion passed unanimously.

Governance

The Board acknowledged the resignation of Edson Spencer, which will take effect at the conclusion of the meeting. The Board thanked Ed for his exemplary service, especially in the area of financial policy development and oversight.

A motion was made and seconded to elect Ed to a newly created position of Director Emeritus. A vote was taken and the motion passed unanimously.

Gordon Aamoth reviewed the process used to generate qualified nominees to fill the vacancy that will be created by Ed's departure. Tom Crosby then reviewed the resume of the nominated candidate, Lois Quam. After discussion of the candidate's qualifications, a motion was made to approve the nomination. A vote was taken and the motion passed unanimously.

The Board reviewed the recommended slate of officers for the Foundation. The following Officers were re-elected for another annual term:

Gordon Aamoth, President
Tom Crosby, Vice President
Steven Schroeder, Secretary

In addition, Lois Quam was elected to serve as Treasurer subject to her acceptance of the position.

Gordon noted that a job description for Board Members was contained in the Board book. It will be placed on file.

Future Board Meetings

The next Board Meeting for the year is scheduled for Wednesday, November 19th at 9 a.m. Central Time via conference call.

Gordon Aamoth asked Board Members to verify that they have booked February 16-17, 2009 for the Board Retreat and business meeting in La Jolla, CA.

Dates for the remaining 2009 calendar year were discussed. Meetings will be held in May, August and November 2009, with the August meeting being the Annual Meeting to be held in person in Minnesota. Once dates and times are finalized, Gordon will have Nancy Gilberg send them out to the Board.

President's Report

Gordon informed the Board that his bi-monthly report on recent activities he has undertaken as Executive Director can be found in the Board Book (Tab 3).

Gordon asked Peter Karoff to brief the Board on recent developments regarding the Foundation's decision to conduct a research scan on the topic of human rights.

Peter informed the Board that the Foundation received three proposals in response to the Request for Proposals it issued for the human rights research scan. Yale Law School, The Philanthropic Initiative, and Barbara Frey from the University of Minnesota submitted proposals. No response was received by Human Rights Watch. Peter explained that he, Gordon and Jean reviewed the proposals received and determined that Barbara Frey's proposals was the best fit for the Foundation's needs. She has been informed of her selection and has started work.

Peter noted that Barbara's proposed work plan was included in the Board Book.

The Board then discussed the purpose of the human rights research scan and Frey's plan in greater detail. Peter explained that the research conducted will be fairly broad within the area of human rights --- a theme which has the potential to be of common interest to Robina's four institutional partners. The research report will identify gaps within the field and present a limited number of strategies or approaches for further consideration by the Board.

There are four possible actions the Board may eventually want to consider as a result of the research and subsequent work on the topic:

- Encourage the four institutions to work on a human rights issue separately
- Explore the possibility of two or more of the institutions working collaboratively
- Possibly support a "think tank" type of arrangement between the Foundation and one or more of the institutions
- Not pursue the topic further

Board Members stressed their desire for the research team to avoid inserting any bias into the report or recommend specific solutions at this stage.

Board Members familiar with Frey and her research partner, Kathryn Sikkink, stressed their credentials and excellent reputation in the field of human rights.

The Board then discussed various items they would like included in the research scan, including a typology of human rights issues (domestic, international, both); clarification of what is a considered a human rights issue and what does not fall into this category; and a listing/description of various organizations and funders currently active in this field of work.

<u>It was decided that the final report on human rights, to be discussed at the November Board Meeting, should be sent to the Board in advance of the meeting with some reflective questions that will guide Board discussion.</u>

The Board then briefly discussed their goals for the Board Retreat in February which will focus on human rights. A desire for a "roundtable" format was expressed, with a facilitator and speaker(s) that could share various perspectives on the topic. Helpful perspectives for the discussion might be a "leading" organization that has played an intervention role, an academic, and "a skeptic." Peter stated that he will work with Gordon to help shape the final agenda and format for the Board Retreat.

Executive Session

The Board Members met in executive session. <u>A motion was made and seconded to allow Ed Spencer, in recognition of his service on the Robina Foundation Board, to make a grant in the amount of $25,000 to a charity of his choice that is aligned with the spirit of the Robina Foundation. A vote was taken and the motion passed unanimously.</u>

Finance Committee

<u>The financial statements for the quarter ending June 30, 2008 were reviewed and approved by the Board and will be placed on file.</u>

Ed Spencer reported that he anticipates that JP Morgan will be able to distribute all liquid assets, other than those held in the Tartan funds, to the Foundation later this year or in early 2009. He estimates the value of Robina's share in the Tartan funds at roughly $28 million. The final amount may be less due to changes in the market and payment of legal fees by JP Morgan.

Ed then reviewed the memo prepared by CBIZ regarding Robina's required distribution for the current fiscal year. *He asked that CBIZ be asked to clarify the statement on the second page of the memo regarding the need for the Foundation to increase the level of its distributions on an annual basis in order to qualify for the lower excise tax rate.*

Ed led theBboard in a review and discussion of two memos he had prepared (included in the Board Book) regarding Robina's future finances and his recommendations for future investment strategy. He noted that, in total, he projects that the Foundation will have roughly $106,500,000 million in assets at the end of 2010. This amount does not include recovery of any assets from the IRS.

Ed noted that the Foundation will eventually need to seek court approval to pay the fees on the condo currently held in the estate and that he has asked JP Morgan to write-off roughly $500,000 it has on its books as receivables from various loans made by Binger.

Ed stated that Foundation's assets held in the TIFF account (Multi Assets Fund) have yielded a return of 1.18% over the past 12 months and 3.39% over the past quarter (ending June 30, 2008).

Ed noted that the memo he prepared regarding future investment recommendations lays out different scenarios for distribution of the Foundation's assets and its eventual sunset. Board Members noted that they have been impressed with the level of impact the board appears to be making with its current distribution of roughly $8 million per year.

The Board reviewed and discussed a draft Investment Policy Statement (IPS) for the foundation. <u>A motion was made and seconded to approve the IPS as written. A vote was taken and the motion passed unanimously.</u>

Gordon Aamoth informed the Board that the Foundation has recently paid taxes owed on the Robina Foundation property which was donated to the State of Minnesota last year. The taxes were due based on the loss of status as "green acres" that occurred when the property was transferred to the Foundation from the Estate.

Grants Committee

Steve Schroeder led the Board in a discussion of ways in which the Foundation might frame and carry out monitoring and evaluating the work of its grantees.

He referred to a memo in the Board Book prepared by Jean Sazevich which suggested some general criteria for grantee monitoring. Based on input from the board, the following list of questions for all grantees to address was developed:

- **Benchmarks** - Please provide a summary of your activities to date and describe how these activities relate to/help achieve the ultimate goal/purpose of the program;
- **Challenges** - What challenges have you faced in carrying out the program? What have been the causes of these challenges and how have they been addressed?
- **Finances** - Please provide an accounting of expenditures to date compared to the original budget. A narrative explanation should be included for any significant line item differences between the original budget and actual expenditures (i.e. differences that are more than 10%).
- **Staffing** - Provide an overview of how the program is staffed; noting any significant changes or developments.
- **Leverage** - Has the program leveraged any additional planned or unplanned support or attention from within or outside of your institution? If so, please describe.

There was general agreement that grants should be formally monitored by staff on an annual basis. Written responses to the questions listed above should be received and reviewed prior to the next scheduled grant installment being paid. It was further suggested that staff andBboard Members, as appropriate, hold annual sit-down meetings with grantees to discuss their progress. The principals of the four grantee institutions should meet with the full Board on a somewhat regular basis.

It was agreed that further discussion of staffing needs for monitoring and evaluation work will take place at the February Board Meeting. The Board may also want to have a focused discussion to further define what it means by "transformative philanthropy" at that time.

The Board then discussed a written report it received from the Council on Foreign Relations. There was general agreement that the report did not clearly define benchmarks for the project funded by Robina, and that further information was needed. Talking points will be developed for an upcoming meeting with Richard Haas, President of the Council as well as with Stewart Patrick, director of the funded project.

Staff was encouraged to contact Yale Law School and Yale Drama School to ask for a brief update on their progress prior to the next Board Meeting.

Audit

Peter Karoff informed the Board that a request for proposals has been sent to three different auditing firms. Proposals are due at the end of August with the intent of selecting a firm early this fall. It was suggested that staff call other local foundations to get a sense of what an audit for a foundation of similar size and level of activity costs.

Legal Update

Tom Crosby provided an update regarding the IRS audit of the Binger estate. The statue of limitations for the IRS occurred on August 3, 2008 and the IRS has issued their letter. Based on the IRS letter, Tom believes that JP Morgan can no longer make a case that it needs to retain significant assets. He anticipates a substantial transfer to the Foundation could take place soon.

The most significant outstanding issue regarding the IRS audit is whether or not to challenge their determination that no gift tax refund is owed on assets returned to the Estate ($15 million paid by Jane Mauer).

Chip Parks, an attorney with Faegre and Benson who has been retained by the Foundation to work on this matter, joined the meeting to provide an overview of "tax on tax" scenarios. He noted that the McDermitt attorneys never pointed out that recovery of gift taxes would be in doubt; even though they had not sought the necessary approval from the state supreme court.

Tom Crosby recommended that a refund claim for the gift tax be filed. He noted that the IRS usually settles these types of cases and that the claim can be withdrawn at anytime. The IRS will have six months to consider this appeal.

University of Minnesota Law School

The Board welcomed Dean David Wippman from the University of Minnesota Law School to the meeting. After introductions, Dean Wippman presented a proposal for $6 million/three years to support: New Directions in Legal Education and Research: The Program on Law, Public Policy, and Society. Written copies of the proposal were distributed in advance of the meeting.

Dean Wippman explained that the program has two key elements: 1) curriculum transformation focused on enhancing students' ability to become multi-disciplinary problem solvers; and 2) leveraging the school's existing strengths in the areas of criminal justice, international law, and health and technology.

During and after Wippman's presentation, board members asked numerous questions regarding the program and proposed use of grant funds. Specifically, some board members expressed concern over the use of funds to create new endowed chairs at the Law School. They asked if there were ways to accomplish the objectives of hiring new key staff, or other priorities, without funding endowment. Dean Wippman stated that he was willing to explore other ways of structuring the proposed grant funds (e.g. bridge funding), but stressed that the University's financial match was limited to grants for endowment. Not funding endowment may leave significant dollars ($2.5 million) available from the University "on the table."

At the conclusion of the meeting, the Board asked Dean Wippman to develop alternative budget allocation scenarios for a $6 million grant over a three year period that would exclude endowment support. The goal of the alternative budgets should be to maximize the programmatic impact desired by the Law School while maintaining flexibility.

The Board gave Dean Wippman permission to publicly announce that the Foundation had approved a grant of $6 million.

The Board thanked Dean Wippman for his presentation and Gordon Aamoth indicated that he would follow up with the Dean regarding next steps in the review process. The Board stated that it would review the revised request in a timely manner when it is received.

Formal business for the day concluded at roughly 4:00 p.m.

August 27, 2008

The Board Meeting resumed at 8:00 a.m.

Abbott Northwestern Hospital

The Board welcomed guests from Abbott Northwestern Hospital and Allina to the meeting: Penny Wheeler, MD; Richard Adair, MD; Heather Britt, and Lori Bowen.

After brief introductions, Penny Wheeler and Richard Adair presented a proposal for $5,995,070/3 years from Abbott Northwestern (ANW) titled "Care Guides in the Primary Care Office: Developing and testing an efficient, stable model for improving chronic disease outcomes." Written copies of the proposal were distributed in advance of the meeting.

Penny Wheeler and Richard Adair stated that the purpose of the program is to test a primary-care based intervention that is designed to increase both physician and patient adherence to national treatment guidelines for three prominent chronic diseases. These diseases are: diabetes, heart failure, and hypertension. The model to be tested by ANW is designed to be sustainable and will uniquely use non-medically trained care guides to promote patient adherence. In the model, care guides will be part of a new team-based, patient-centered approach to primary care.

The three-year program will be launched at one of Allina's inner-city clinics in Minneapolis that is affiliated with ANW where Dr. Adair, Principal Investigator for the program, is in practice. After a one-year pilot phase targeted to 500 patients at this site, the program will be evaluated and, based on evaluation results, will either be discontinued or expanded to three different clinic sites for two additional years of randomized control-trial testing. After the first year of the pilot, the inner city clinic site will no longer be part of the program, though the care guides hired as part of the pilot phase are expected to be retained on staff at the clinic. If the expansion of the pilot takes place, a total of 5,000 additional patients are anticipated to take part in the study.

Wheeler and Adair explained that the results of the trial will be published and widely disseminated in the field of primary care. They anticipate that the results will add valuable insight, particularly about the use of non-medical care guides as a factor in achieving sustainability.

Board and staff members asked numerous questions about the program's design, staffing and financing. Some of the key points raised included:

- It was suggested that ANW explore whether senior citizens/retirees would be good candidates to fill the care guide positions.
- A concern was raised over the short (one year) pilot phase of the program and whether it allowed enough time to gather enough information about results of the intervention.
- The need for physicians to fully endorse and engage in the model was discussed in detail, noting that the model cannot be disruptive to their work flow.
- It was suggested that there may be a need to revisit the budget with regard to the amount of time and expense required for the Principal Investigator.

- The need for buy-in from insurers who will benefit from the cost savings derived from the model was stressed; with ANW noting that they have begun to involve some insurers in the discussion of how this model may be financed in the future.
- It was noted that the three-year budget submitted with the proposal assumes that the project is fully staffed for each month of the three-years, though in actuality there will be months where staff expenses will be less than budgeted as the program ramps up.
- Furniture expenses in the budget are due to the build out required at the various clinics to allow for the placement of on-site care guides.

The Board thanked ANW and Allina staff for their thorough presentation of the proposal. The guests left the meeting.

The Board then discussed the proposal. After lengthy discussion, a motion was made and seconded to approve a grant of up to $6 million/3 years, based on annual evaluation that the program is achieving its goals. It was noted that ANW should be invited to submit a revised budget for the first year of the project based on the issues raised during today's discussion. Moreover, ANW should be asked to submit annual budgets for the program rather than the Foundation agreeing to specific grant amounts for future years at this time. A vote was taken and the motion passed unanimously.

Other Business

Jean Sazevich, Managing Consultant, was asked to leave the meeting while the Board discussed other business items with Gordon Aamoth, President and CEO.

Executive Session

The Board met in executive session without Gordon Aamoth. After meeting in executive session, Gordon Aamoth re-joined the meeting for additional discussion.

Adjournment

There being no other business, the meeting was adjourned.

Respectfully Submitted,

______________________________ Dated:____________________

Steven A. Schroeder, Secretary

2

ROBINA FOUNDATION GRANTS AND GRANT REQUESTS
November 7, 2008

ORGANIZATION	Date of Request AMOUNT REQUESTED	PURPOSE	STATUS OF REQUEST Amount and Date of approval or declination	GRANT PAYMENTS Amount Paid/Date	SCHEDULED PAYMENTS/REPORTS
Abbott Northwestern		Planning Grants 2005, 2006	Approved	$75,000 – 2005 $50,000 - 2006	Paid in Full
Abbott Northwestern	11/14/07 $5,244,500/3 years	Project: Transforming Health Care Delivery	**Declined** Request being revised. New request to be submitted 7/08		
Abbott Northwestern	7/08 $5,995,070/3 years	Project: Care Guides in the Primary Care Office	Approved $6 million/3 years 8/08	$1,253,535 paid 9/08	$2,373,233/2009 $2,373,232/2010 • Note that 2009 and 2010 grants are contingent on continuation of project beyond initial pilot phase • Financial and narrative report due annually • Robina has asked for revised program budgets annually
Council on Foreign Relations		Planning Grant 2006	Approved	$50,000 – 2006	Paid in Full
Council on Foreign Relations	1/14/07 $10M/5 years	Project: International Institutions and Global Governance	Approved $6 million/3 years 1/08	$2 million paid 2/08	$2 million/ 2009 $2 million/2010 • Evaluation "benchmarks" memo received 11/08 • Financial and narrative report due annually (CFR suggests sending first year report in 7/09) • 3 year final report due 2011, prior to consideration of additional 2 year grant
U of MN Law School		Planning Grants 2005, 2006	Approved	$75,000 – 2005 $50,000 – 2006	Paid in Full
U of MN Law School	7/08 $6M/3 years *10/08* *$6,061,339 (revised amount exclusive of endowment support)*	Project: New Directions in Legal Education *Same as above*	Initial approval of $6 million/3 years 8/08 *Robina requested revised budget that would omit support for endowment – anticipating a larger requested amount*		

8a

U of MN Law School	3/08	Special request from Dean Wippman for faculty retention and other initiatives	Approved $250,000 3/08	$250,000 paid 4/08	Brief financial and narrative report due 7/08 • Report was received and reviewed by board 5/08 Paid in Full
Yale University		Planning Grant	Approved	$50,000 – 2006	Paid in Full
Yale University – Drama School	11/15/07 $2.2M/3 years	Program: Yale Center for New Theatre	Approved $2.85million/3 years 3/08	$750,000 paid 4/08	$750,000 – 4/09 $1.35 million – 4/10 • Financial and narrative report due annually
Yale University – Law School	5/14/08 $3M/3 years	Robina Human Rights Fellowship Initiative	Approved $3 million/3 years	$1 million paid 6/08	$1 M – 6/09 $1 M – 6/10 • Financial and narrative report due annually
TOTALS			**$24,450,000 grants approved** • **includes planning grants of $350K** • **includes initial approval of $6M to UMN Law – 8/08**	**$5,603,535 paid through 11/07/08**	**$18,846,465 million committed for future payment**

UMN
$1.25/year
5 years

UNIVERSITY OF MINNESOTA

Twin Cities Campus *Office of the Dean* *Walter F Mondale Hall*
229–19th Avenue South
Minneapolis, MN 55455

October 23, 2008

Dr. Gordon Aamoth
President, Robina Foundation
4900 IDS Center
80 South 8th Street
Minneapolis, MN 55402

Dear Dr. Aamoth:

Thanks very much for your letter of September 8 and the Robina Foundation's generous commitment of $6 million to support the Law School's Program on Law, Public Policy, and Society. Your support will greatly strengthen the Law School's capacity for public policy relevant research and teaching.

I fully understand the Foundation's desire to structure the grant in a way that would exclude endowment support but still enable the Law School to secure matching funding from the University. I have worked with Provost Tom Sullivan and Assistant Vice President Judy Kirk to develop an alternative structure that we think will accomplish both objectives.

In its June 20, 2008 proposal, the Law School estimated the annual cost of each proposed Research Chair at $280,000, and the annual cost of the the proposed Clinical Chair at $175,000. The total per annum cost for all three chairs for the first year would be $735,000. Assuming a 5% annual increase in cost, the cost to the Law School over five years would be $4,061,339. As an alternative to our original proposal, Robina could cover that cost in lieu of our originally proposed $4 million Robina contribution to endowment. In effect, the Robina funds would provide the funding needed to hire the three proposed new faculty for five years. During the course of that five-year period, the Law School would have to raise from other sources the $4 million dollars needed to endow those three chairs. Under this proposal, the University would still provide matching funds, but would do so only when the Law School succeeds in raising its share of the chair endowments. Under this approach, the $2,000,000 in other funding sketched out in our proposal would remain the same, so the total amount to be provided over five years would be $6,061,339. The funding structure of this alternative arrangement is detailed in the attached chart.

It would be difficult for the Law School to raise endowment funding for the three proposed chairs unless we could allow other donors to name those chairs. So, under this proposal, we would reserve the right to name the chairs, and would look for a different way to honor the generous support of the Foundation and Jim Binger.

Please let me know if this alternative approach is attractive to the Foundation.

All best regards,

David Wippman
Dean and William S. Pattee Professor of Law

Cc: Provost Tom Sullivan
Judy Kirk

Enc.

Robina Revised Funding Structure

	Year 1	Year 2	Year 3	Year 4	Year 5	Total	
Faculty Support in Law, Public Policy and Society	560,000	588,000	617,400	648,270	680,684	3,094,354	
Clinical Faculty Support in Law, Public Policy and Society	175,000	183,750	192,938	202,584	212,714	966,985	4,061,339
LaPPS Research Fund	300,000	300,000	300,000			900,000	
Four Robina Capstone Courses	200,000	200,000	200,000			600,000	
50 Law Student Public Policy Internships	115,000	115,000	120,000			350,000	
LaPP Annual Conference	50,000	50,000	50,000			150,000	
TOTAL PER YEAR	1,400,000	1,436,750	1,480,338	850,854	893,397	6,061,339	

Based on a 5% inflation factor for Faculty support (rows 5 and 6)

ABBOTT NORTHWESTERN GENERAL MEDICINE CLINIC
2800 CHICAGO AVENUE SOUTH
SUITE 250
MINNEAPOLIS, MN 55407
P:(612)863-4096
F:(612)863-2132

Fax

To:	Gordy Aarnoth	From:	Dick Adair
Fax:	612-333-0182	Date:	11.10.08
Phone:		Pages:	
Re:		CC:	

☐ Urgent ☐ For Review ☐ Please Comment ☐ Please Reply ☐ Please Recycle

•Comments:

Confidential

ANW Robina Grant Update

Nov 10, 2008

We've posted the position of Project Manager, received 9 applications, interviewed 5, and chosen 2 excellent semifinalists. A second round of interviews will be held this week. We anticipate hiring this essential person soon.

The job of Care Guide—an entirely new position within Allina has been developed and will be posted as soon as the Project Manager is selected.

We have met with Allina IS and identified over 900 patients with diagnoses of diabetes, hypertension, and heart failure seen in Medicine Clinic since September, 2007. We hope to recruit about 500 of these active patients for the study.

We have begun the process of building a tool within Excellian that will provide at a glance all study patients with demographic and contact data, dates of recent and future appointments, and how many benchmarks they currently meet.

We are expecting to enroll the first patient in spring, 2009.

Richard Adair, MD

2925 Chicago Avenue
Minneapolis, MN 55407-1321
www.allina.com

Mailing Address:
P.O. Box 43
Minneapolis, MN 55440-0043

ALLINA.
Hospitals & Clinics

October 24, 2008

Gordon M. Aamoth, MD
President and CEO
The Robina Foundation
4900 IDS Center
80 South 8th Street
Minneapolis, Minnesota 55402

Dear Dr. ~~Aamoth~~: Gordy

I wanted to personally thank you for the wonderful support The Robina Foundation is providing to Abbott Northwestern Hospital in the development of the patient care model of the future. This is a very exciting time and opportunity for all of us to develop a model of care that is the envy of the marketplace. With your help, and that of The Foundation, we have the opportunity to do something very special indeed.

I also want you to know that I will personally do everything I can in my position as leader of Allina Health System to support this initiative. I am passionate about what we can accomplish together and I am certain that there is an opportunity to substantially improve health care as we know it in Minnesota. I can't think of a more important or honorable privilege.

Gordy, thanks again for your help and support of everything we do and please pass on to The Robina Foundation Board how pleased we are with your support.

Warmest regards,

Ken

Kenneth H. Paulus
President & COO

you're my hero
Gordy!
Ken

KHP/mb

cc: Penny Wheeler, MD

StarTribune.com | MINNEAPOLIS - ST. PAUL, MINNESOTA

Pilot program creates job to coordinate care

By JOSEPHINE MARCOTTY, Star Tribune
October 22, 2008

Are you young, idealistic, energetic, computer savvy and looking for a job with benefits? Then Dr. Dick Adair at the ANGMA Medical clinic in Minneapolis might have the just the job for you -- care guide.

Never heard of it? That's because it's a new kind of job altogether, part of an experiment in creating a different way of caring for patients with complex, chronic diseases.

Adair, an internist at Abbott Northwestern Hospital is using a $6 million grant to find out whether a strategy that combines electronic medical records, contracts between patients and doctors, and the skills of care guides can improve health and reduce costs for the hundreds of poor, chronically ill patients who walk through his doors every month.

It's a new wrinkle in the movement to provide "medical homes" for patients. This one aims to prove that coordinating care and solving problems before they occur will save money -- enough to convince health insurers that it's worth the cost.

Adair hopes that care guides can make the whole experiment hang together. They won't need to have medical know-how. He's looking for people with good communication and research skills who can develop relationships with patients, their families and their doctors. "There is so much untapped idealism in the world," he said.

To understand Adair's challenge, consider David, a 67-year-old patient on Medicare with chronic heart disease.

One of his many doctors started him on an expensive heart drug because he got free samples provided by the drug's manufacturer. When those ran out David quickly burned through his Medicare drug benefit. Then he stopped taking the drug, in part because he was too embarrassed to admit he was too poor to pay for it. He ended up in the hospital with a serious condition.

What he didn't know is that there is a generic drug that would have cost him only $4 per month and is just as good, Adair said.

"There are so many things that are easily preventable," he said. Only 14 percent of people with diabetes, for example, manage their blood sugar properly. A third of people with high blood pressure succeed in keeping it in check, which can be done with appropriate medications.

Abbott Northwestern
Hospital Foundation
800 East 28th Street
Minneapolis, MN 55407-3799
Phone: 612-863-4126
www.abbottnorthwestern.com

Do Not Remove from file

ABBOTT NORTHWESTERN HOSPITAL
Allina Hospitals & Clinics

Abbott Northwestern Hospital Foundation

October 6, 2008

Gordon M. Aamoth, MD
President and CEO
The Robina Foundation
4900 IDS Center
80 South 8th Street
Minneapolis, MN 55402

Dear Gordy:

On behalf of the Robina Initiative Team, the Abbott Northwestern Foundation Board and the community we serve, it is my privilege to acknowledge and recognize the first payment on Robina's grant commitment.

On September 29, 2008 we receved a wire transfer totaling $1,253,535.00 for the project entitled *Care Guides in the Primary Care Office: Developing and testing an efficient, sustainable model for improving chronic disease outcomes.* The Robina Foundation received no goods or services in exchange for this grant payment.

Best wishes and again many thanks. If you or your tax advisers need any additional information, please contact me at (612) 863-4005.

Sincerely,

Dick

Thanks again to you and your colleagues.

Richard Meyer
President
Abbott Northwestern Hospital Foundation

cc: Penny Wheeler, MD
Chief Clinical Officer

Richard Adair, MD
Principal Investigator

Abbott Northwestern
Hospital Foundation
800 East 28th Street
Minneapolis, MN 55407-3799
Phone: 612-863-4126
www.abbottnorthwestern.com

ABBOTT
NORTHWESTERN
HOSPITAL
Allina Hospitals & Clinics

Abbott Northwestern
Hospital Foundation

September 25, 2008

Gordon Aamoth, MD
President and CEO
Robina Foundation
4900 IDS Center
80 South 8th Street
Minneapolis, MN 55402

Dear Gordie:

On behalf of Abbott Northwestern Hospital Foundation, Drs. Wheeler and Adair and the whole Robina Initiative Team, I would like to acknowledge and recognize the generous six million dollar grant commitment of the Robina Foundation. We received your letter addressed to Drs. Wheeler and Adair on September 18, 2008. As requested, this gift will be designated for the Robina Initiative for Health Care Transformation Fund.

The Abbott Northwestern Hospital Foundation is developing a draft press release. As we discussed on the telephone, a draft will be sent for review of your quote, other suggested changes and final approval.

Again, we are very grateful for the Robina Foundation's support and leadership as we work together to transform health care.

Sincerely,

Your partnership means so much. Thank you!

Richard Meyer, President
Abbott Northwestern Hospital Foundation

cc: Penny Wheeler, MD
Chief Clinical Officer

Richard Adair, MD
Principal Investigator

Abbott

Updated Budget for: Care Guides in the Primary Care Office Proposal

Budget Category/Item	Base Salary (Year 1)	% Effort	# FTEs	Year 1[a]	Year 2[b]	Year 3[c]	Total
PERSONNEL							
Care Guides							
Pilot Phase I (ANGMA Medicine)	$35,360	100%	4	$141,440	Allina commits to covering these expenses (approximately $370,000)		$141,440
RCT Phase II (ANGMA COC, AMC Woodlake, AMC Edina)	$35,360	100%	18		$163,894	$675,242	$839,135
Project Coordinators							
Pilot Phase I (ANGMA Medicine)	$80,000	100%	1	$80,000	$82,400	$84,872	$247,272
RCT Phase II (ANGMA COC, AMC Woodlake, AMC Edina)	$80,000	100%	3		$82,400	$254,616	$337,016
Investigators							
Principal Investigator: Adair	$180,000	40%/30%/20%*	1	$72,000	$55,620	$38,192	$165,812
Co-Investigator: ANGMA Medicine: Lund	$180,000	10%	1	$18,000	$12,360		$30,360
Co-Investigator: ANGMA COC: Pierson	$180,000	10%	1		$6,180	$19,096	$25,276
Co-Investigator: ANGMA COC: Post	$180,000	10%	1		$6,180	$19,096	$25,276
Co-Investigator: AMC Woodlake: TBD	$180,000	10%	1		$6,180	$19,096	$25,276
Co-Investigator: AMC Woodlake: TBD	$180,000	10%	1		$6,180	$19,096	$25,276
Co-Investigator: AMC Edina: TBD	$180,000	10%	1		$6,180	$19,096	$25,276
Co-Investigator: AMC Edina: TBD	$180,000	10%	1		$6,180	$19,096	$25,276
Institute for Health & Healing							
Research Consultant: Dusek	$180,000	5%	1	$9,000	$9,270	$9,548	$27,818
Care Guide Training Faculty: Vitale	$70,000	15%	1	$10,500	$10,815	$11,139	$32,454
Additional Outpatient Personnel	$60,000	100%	2			$127,308	$127,308
Additional ANW Personnel							
Smoking Cessation Counselor	$60,000	100%	2			$127,308	$127,308
Diabetes Educator	$60,000	100%	2			$127,308	$127,308
Translation Services	$47,840	*variable*	*variable*	$21,390		$51,060	$72,450
Technical & Analytic Support							
Clinical Decision Support	$75,000	50%	1	$37,500	$12,875		$50,375
Excellian Support	$75,000	10%	1	$7,500	$7,725	$7,957	$23,182
Clarity Reporting	$65,000	25%	1	$16,250	$16,738	$17,240	$50,227
Data Extract, Transfer & Load Support	$75,000	5%	1	$3,750	$3,863	$3,978	$11,591
Crystal Enterprise Support (MyEpic)	$75,000	15%	1	$11,250	$11,588	$11,935	$34,773
Analytic	$65,000	25%	1	$16,250	$16,738	$17,240	$50,227
Publication/Writing Support	$90,000	40%	1	$36,000	$37,080	$38,192	$111,272
HR/Communications/Marketing Support	$75,000	25%	1	$18,750	$19,313	$19,892	$57,954
Research Assistant	$35,360	100%	1.5	$53,040	$54,631	$56,270	$163,941
Benefits (25% of all above personnel)				$138,155	$158,597	$448,469	$745,220
University of MN Advisors							
Process Evaluation: Christianson, Wholey		15%		$125,000	$128,750	$132,613	$386,363
Health Economics: Town		5%		$14,000	$14,420	$14,853	$43,273
Personnel Total				**$829,775**	**$936,154**	**$2,389,808**	**$4,155,738**

ADDITIONAL COSTS							
Study Specific Clinic Visit Cost	$112.50/visit			$63,000		$668,367	$731,367
Training Development				$69,000			$69,000
Resource Materials Development				$15,000			$15,000
Printing				$2,800	$33,600	$56,000	$92,400
Communications Materials				$7,500	$7,500	$7,500	$22,500
Patient & Family Advisory Council				$4,500	$4,500	$4,500	$13,500
Expert Panel Support (Travel + Stipend)				$14,000	$21,000	$21,000	$56,000
Training Stipends				$10,000	$10,000		$20,000
Food				$10,000	$10,000	$10,000	$30,000
Furniture & Equipment				$155,000	$495,000		$650,000
Research Support: IRB + SPA				$16,000	$16,000	$16,000	$48,000
Home Monitoring, Computer Access						$146,250	$146,250
Additional Costs Total				**$366,800**	**$597,600**	**$929,617**	**$1,894,017**

CONTINGENCY COSTS							
Increase in Care Guide Salary	Increase to $41,600	100%	4 in Year 1, 18 for Year 2/3	$24,960	$28,922	$119,160	$173,043
Increase in number of Care Guides (to reduce ratio)		Increase to 24 Care Guides for RCT			$64,272	$264,801	$329,073
Staff Coordinator	$80,000	40%	1	$32,000	$32,960	$33,949	$98,909
Contingency Personnel Benefits				$6,240	$23,299	$95,990	$125,529
Contingency Costs Total				**$56,960**	**$126,154**	**$417,910**	**$726,553**

TOTAL PROJECT COST	$6,776,308

[a]Year 1 = Prework phase + Pilot; [b]Year 2 = Pilot + RCT Prep; [c]Year 3 = RCT

*Dr. Adair's time will align with intensity of his work--40% of his FTE in Year 1, 30% of his FTE in Year 2, and 20% of his FTE in Year 3.

ROBINA FOUNDATION

80 South 8th Street, Suite 4900
Minneapolis, MN 55402
Phone: 612-333-2313
Fax: 612-333-0182
www.robinafoundation.org

September 8, 2008

Penny Wheeler, M.D, Chief Clinical Officer
Richard Adair, M.D.
Allina Hospitals & Clinics
P.O. Box 43
Minneapolis, MN 55440-0043

Dear Penny and Dick:

The Robina Foundation is pleased to commit up to $6 million over the next three years, contingent on annual satisfactory progress/evaluation results to Abbott Northwestern's "The Robina Initiative for Health Care Transformation – Care Guides in the Primary Care Office."

Before sending the first year grant payment, the Board wanted to offer you the opportunity to reallocate expenditures across the various categories, as discussed at the meeting. In addition, you may wish to revisit the first year expenditures, with the understanding that the total for the three years should remain at $6 million.

As we discussed and agreed at our meeting, the budgets for years 2 and 3 of the project will be revisited/revised based on the outcomes of year one. Robina will want to see new budgets annually before releasing subsequent grant payments.

We look forward to your response about the budget before making payment. Please contact Nancy Gilberg at ngilberg@robinafoundation.org to provide necessary bank account information so that we can subsequently wire a grant payment.

We look forward to regular communication about your progress. Our Board was very impressed with your presentation and wishes you the best.

Sincerely,

Gordon Aamoth
President and Chief Executive Officer
Robina Foundation

P.S. Today I received your revised budget request of $1,253,535 for the first year (original was $1,066,013) which we agree to fund.

2925 Chicago Avenue
Minneapolis, MN 55407-1321
www.allina.com

Mailing Address:
P.O. Box 43
Minneapolis, MN 55440-0043

ALLINA
Hospitals & Clinics

September 4, 2008

Gordon Aamoth, M.D.
President and CEO
Robina Foundation
4900 IDS Center
80 South 8th Street
Minneapolis, MN 55402

Dear Gordy:

On behalf of Abbott Northwestern Hospital, we appreciate the guidance and generous grant from the Robina Board to promote new care models. As per our discussion, enclosed is a resubmission of our budget.

As per the guidance of the Board, we have increased funding for the PI and the Co-PIs. Additionally, we factored in the contingency fees in the event more salary was required for care guides or the ratio to patients needed to be lower. We would be pleased to resubmit the Phase II budget after Phase I completion if you prefer. As you can see, we also made an organizational commitment to fund the success of Phase I care guides rather than have Robina cover that cost of $370K.

We greatly appreciated the opportunity to present our proposal to the Robina Board. The questions were insightful, the guidance was very meaningful, and your time was extremely appreciated. I sincerely believe, true to the Robina Board's intent and that of Mr. Binger, this proposal will help both refine and transform care for those we serve.

Sincerely,

Penny Wheeler

Penny Wheeler, M.D.
Chief Clinical Officer
Allina Hospitals & Clinics

Cc: Dick Adair, M.D.
Heather Britt
Lori Boland

COUNCIL on
FOREIGN
RELATIONS

1779 Massachusetts Avenue, NW, Washington, DC 20036
tel 202.509.8400 fax 202.509.8490 www.cfr.org

October 31, 2008

Dr. Gordon Aamoth
Robina Foundation
80 South 8th Street
Suite 4900
Minneapolis, MN 55402

Dear Gordon:

It was a great pleasure to chat with you in New York in September about our plans for the Robina grant and to hear from you directly about the Board's views on our research and policy agenda. I welcome this opportunity to expand on some of the points I discussed with you regarding the scope, coherence, management, and evaluation of this ambitious project.

Let me begin with a few framing observations to clarify our philosophy and approach. As we outlined in the approved grant application, the purpose of the program on International Institutions and Global Governance is to identify the institutional requirements for effective multilateral cooperation in the twenty-first century. This effort will focus both on the frameworks needed to address specific global challenges (such as climate change or peacekeeping) and on the reforms needed to increase the contribution of certain "bedrock" international institutions (like the UN Security Council or the Bretton Woods Institutions). Throughout the life of the program, it will also address the requirements for sustained domestic U.S. support for multilateralism. As made explicit in the grant application, this research and policy engagement will occur simultaneously across a range of fronts.

At the same time, we need to be selective and attuned to targets of opportunity. The global agenda is a large one, and—even drawing upon our many fellows—we cannot possibly do everything at once. The logical approach is thus to be selective and strategic in putting together the multi-year program, with the goal of covering each major issue area and region over the three (and possibly five) year duration of the Robina grant. This will permit us to achieve intermediate products, outcomes, and impacts, even as we build a cumulative body of knowledge that can help inform constructive multilateral engagement by the United States.

This brings me to respond to some of the concerns you raise.

Need for more clarity on key strategic objectives. The overarching objective of this program is to arrive at useful and practical recommendations on how to strengthen multilateral responses to pressing global governance challenges. In each area of research and policy engagement we undertake, we aim to answer four central questions: (A) How has the nature of this particular challenge changed in recent decades? (B) What international regimes and frameworks (informal and formal, permanent and temporary, global and regional) exist to regulate behavior or advance cooperation in this issue area? (C) Are these mechanisms adequate to the task at hand or should they be modified? (D) What institutional reforms and new divisions of labor would be appropriate, consistent with long-term U.S. national interests, and sustainable within the U.S. domestic context? We will consult with all relevant stakeholders in an effort to answer these questions and to provide policy options for U.S. and international policymakers on the best ways to reform existing—and in some cases create new—multilateral institutions and frameworks.

To advance this core strategic objective, our research and policy engagement will proceed along three lines. The first is an **inventory** of the main international regimes to grapple with today's global needs, such as the current financial crisis. This will culminate in a web-friendly matrix of global governance efforts and (ideally) in an annual "Scorecard" of how the world is doing in confronting particular global threats (e.g., terrorism, financial instability or global health). Our ongoing roundtable series on the United States and the Future of Global Governance, as well as our Annual Conference, will also inform our research on the current strengths—and limitations—of existing international instruments.

The second work stream will consist of individual projects addressing **specific global challenges**, grouped into five broad baskets: (1) Changing Norms and International Law; (2) Transnational Threats; (3) Environment and Energy Security; (4) Global Economy; and (5) Peace and Security. Typically, the point person for leading the relevant effort will be a Council Senior or Adjunct Fellow. Some of these initiatives will culminate in Council Special Reports and working papers. Cumulatively, they will create a corpus of lessons learned about the challenges of global governance across regions and sectors of international activity.

The third work stream is intended to assess particular **"bedrock" institutions**, both global and regional, ranging from the United Nations and the North Atlantic Treaty Organization to the African Union and the International Criminal Court. Researchers will assess the performance and continued utility of these institutions in dealing with today's threats and opportunities, identifying reform priorities for the United States and other major actors.

Appendix I outlines a Work Plan for Fiscal Year 2009 (the current year) intended to advance these strategic objectives. The agenda it lays out is ambitious but feasible, since it will leverage many of the approximately fifty-odd full-time and adjunct Fellows in the Council's Studies Department.

Going forward into FY10 and beyond, a top priority for the IIGG program will be to capture lessons emerging from issue- and institution-specific projects. To that end, we envision creating in FY10 a set of structured working groups organized around thematic issues or sectors. Within each working group, we intend to commission pieces by CFR Fellows and outside experts on the challenges of global governance in their particular sphere of expertise. These findings will form the basis of chapters for an edited volume and a companion single-author book on global governance conceived as centerpieces of the program. They will also help set the agenda for future annual conferences, as well as being used to update the "Scorecard."

Measuring strategic objectives. Our approved grant application outlined a wide range of anticipated outputs, outcomes and impacts that we anticipate from this grant, and how they will be measured. For our first year, we will measure our progress according to the following concrete indicators:

- Completion of web-friendly mapping and evaluation of regimes of global governance in 8-10 major areas of international activity
- Completion of four separate roundtable series (at least 6 meetings each) on the U.S. and the Future of Global Governance, Strategic Ocean Governance, and (two series on) the U.S. and the International Rule of Law
- Convening an Annual Conference on Global Governance; a symposium on U.S.-UN Relations; and a conference on NATO at Sixty
- Completion of at least two major publications (including Council Special Reports) on specific global challenges or institutions
- Extensive consultations with and briefings for incoming U.S. administration and Congress, as well as foreign governments, international organizations, and other relevant stakeholders
- Appearances in print, radio, TV and other media, as well as website traffic, to dedicated IIGG program page

In subsequent years, as the IIGG program builds a substantial track record of publications and activities, we will expand our metrics beyond *output* and *outcome* indicators to include a wider range of *impact* indicators, including influence on officials within the U.S. executive branch and Congress, foreign nations, and international organizations that can be traced to IIGG findings and engagement.

I do want to underline, as I did in our meeting, that there are limits to the ability of the Council on Foreign Relations as an institution to advocate for particular policy positions. As an explicitly nonpartisan and not-for-profit entity, which is enjoined from "lobbying" and other similar activities, the Council does not take institutional positions on matters of public policy. Our mandate is to nurture an informed and educated U.S. foreign policy community, including through the generation of new knowledge, and to provide a neutral forum for non-partisan discussion of the choices facing the country. We hope that the work our scholars produce will have an impact on public policy in changing the world for the better, * but we do not take institutional positions on (say) whether the United Nations should be the primary multilateral vehicle for advancing U.S. national interests. Individual authors, however, are free to advance such positions.

Selection of topics for research and engagement. As you recall, the approved grant application identified dozens of possible areas for research, while stating that the Council would select from a subset of items on this menu in any given year. This is precisely what we have done for the current fiscal year, FY09. All of the activities we have launched, including those supporting the activities of non-core IIGG Senior Fellows, were envisioned in the original grant proposal. The sole exception is an exciting new initiative led by Scott Borgerson, Visiting Fellow for Ocean Governance. Scott has launched an innovative year-long program on Strategic Ocean Governance, designed to explore potential new international frameworks to govern this aspect of the global commons, which comprises 71% of the Earth's surface. As I said in our meeting, the main driving force behind the uses of Robina funds has been and remains our own sense of priorities about how to advance the purposes of the IIGG program. Both the CFR President and Director of Studies, who have ultimate decisions over the budget, are strongly engaged with the program and have been supportive of my recommendations.

Managing the grant. As you noted in our conversation, the ambitious scope of the IIGG program presents significant management challenges, given the multiple actors and diverse work streams involved. This is particularly true for non-core program staff within the Studies Department whom we have recruited to address particular components of the agenda outlined in the initial grant. To ensure proper oversight, we have asked all participants to sign agreements formalizing their explicit commitments to the program, including activities and products. We have also created a tracking system to monitor and evaluate progress toward these goals, with explicit dates for reporting outputs, outcomes, and impacts. My new deputy, Kaysie Brown, is the point person for this tracking effort, in close collaboration with the Director of Studies office. I am confident that this system will enable us to achieve the benchmarks for success that we established in the original Robina application, particularly when it comes to publications, Council-hosted events, and other outputs.

Taking account of non-state actors in global governance. The Board appears particularly interested in the question of competitors to the sovereign state in shaping (for good or ill) the current global order. This is something of great intellectual and practical interest to me personally, and it is included in our online program concept document as one of the distinguishing features of the twenty-first century. As I assured you in New York, we are involving a wide range of NGO, civil society, and private sector stakeholders in our deliberations, and the question of how to create or reform international institutions to accommodate non-state actors will remain central to our work. For example, Robina funding provided partial support for the Council's September 8 symposium on Global Health and U.S. Foreign Aid under the leadership of Senior Fellow Laurie Garrett. The meeting, in which I also participated and spoke, included not only officials of U.S. agencies and international organizations but also representatives from private corporations (e.g., Merck), civil society (e.g., Global Aids Alliance), major health foundations (including the Gates

Foundation), NGOs, and public-private partnerships (e.g., Global Alliance on Vaccines and Immunizations). The forthcoming white paper from that gathering will reflect the input of those actors and cite Robina funding as a major source of support. This is the sort of model we hope to encourage. We will also consider a more focused product, such as a Council Special Report, on the challenges posed by non-state actors, both malevolent (such as al-Qaeda) and benign (such as humanitarian NGOs) for global governance efforts.

Reporting. As we discussed, it might make most sense for the IIGG program to produce an annual report of activities under the Robina grant at the end of each July. This would be convenient both for the Council (which has a fiscal year that ends on June 30), and for Robina, which holds its annual Board meeting in late August. In addition, I was delighted to accept your invitation to discuss the Council's uses of Robina grant funds during your August 25-26 Board meeting in Minneapolis.

As I said to you when we met in New York, the Council is grateful for the trust that the Robina Foundation has placed in us with its generous grant, and we welcome the Board's continued input and advice. I also hope that your schedule will permit you and other Board members to participate in some of our events and research projects.

Yours sincerely,

Stewart Patrick

Stewart Patrick
Senior Fellow and Director, Program on
International Institutions and Global Governance
Council on Foreign Relations
1779 Massachusetts Avenue, NW, Washington, DC 20036
tel 202.464.2679 fax 202.509.8490

Appendix: FY09 Draft Work Plan

Key Mapping of Existing International Institutions:

- Roundtable series on the United States and the Future of Global Governance
- Global Governance trends and mapping exercise, leading to annual Scorecard
- Annual Conference on International Institutions and Global Governance
- Launch of International Institutions and Global Governance web page
- Consultations/outreach to U.S. government agencies, Congress, multilateral institutions and other bilateral agencies on global governance issues

Addressing Specific Global Challenges:

Changing Norms and International Law

- U.S. Foreign Policy and the Rule of Law Roundtable Series

Transnational Threats

- Weak States and Transnational Threats Book Completion
- Global Health Workshop and Paper
- Nuclear Non-proliferation Research and Paper
- Multilateral Nuclear Fuel Initiatives Roundtable

Environment and Energy Security

- A Major Emitters Coalition to Combat Climate Change Workshop
- Strategic Ocean Governance Roundtable Series and Research
- Energy Security in the Western Hemisphere Paper
- Energy Security and Global Governance Roundtable Series
- Codes of Conduct for Natural Resource Exploitation Paper

Global Economy

- Global Monetary System Research
- Global Financial Crisis Events and Research, including the Rise of State Wealth

Peace and Security

- An Emerging Security Architecture in Northeast Asia Workshop

Assessing International Institutions:

- The United States and the International Criminal Court Paper
- Roundtable Workshop on creating the next agenda for the IAEA
- Research and consultations on what is needed to create a Bretton Woods II
- NATO at 60: The Future of the Western Alliance Symposium
- U.S. Policy toward African Peace and Security Institutions Research
- Strengthening U.S.-UN Relations

MEMORANDUM
TO: The president-elect
RE: Foreign policy
FROM: Richard N. Haass, *President of the Council on Foreign Relations*

The World That Awaits

THERE ARE ONLY TWO AND A HALF MONTHS—76 DAYS, TO BE PRECISE—between Election Day and your Inauguration, and you will need every one of them to get ready for the world you will inherit. This is not the world you've been discussing on the trail for the last year or more: campaigning and governing could hardly be more different. The former is necessarily done in bold strokes and, to be honest, often approaches caricature. All candidates resist specifying priorities or trade-offs lest they forfeit precious support. You won, but at a price, as some of the things you said were better left unsaid. Even more important, the campaign did not prepare the public for the hard times to come.

There will be days when you will wonder why you worked so hard to get this job. What will make it so difficult is not just all that awaits, but the constraints that will limit what you can actually do. When George W. Bush became president nearly eight years ago the world was largely at peace, the U.S. military was largely at rest, oil was $23 a barrel, the economy was growing at more than 3 percent, $1 was worth 116 yen, the national debt was just under $6 trillion and the federal government was running a sizable budgetary surplus. The September 11 attacks, for all they cost us as a nation, increased the world's willingness to cooperate with us. You, by contrast, will inherit wars in Iraq and Afghanistan, tired and stretched armed forces, a global struggle with terrorism, oil that has ranged as high as $150 a barrel, a weaker dollar (now worth 95 yen), substantial anti-American sentiment, a federal budget deficit that could reach $1 trillion in your first year, a ballooning national debt of some $10 trillion and a global economic slowdown that will increase instability in numerous countries.

You will take office two decades after the end of the cold war. What some dubbed the unipolar

PHOTOGRAPH BY ADAM FERGUSON FOR NEWSWEEK

MEETING WITH STEWART PATRICK OF CFR
New York City, September 12, 2008

- He will give us annual report FY09, July 09.
- I invited Stewart to present at our Board of Director's Meeting, August 24-26, 2009.
- Steward said there have been requests within CFR to use some of our money from other programs because all know it is there. So far this has not been done except where there is complimentary study in his program. Richard Haass and Gary Samore have control over his budget.
- Stewart on board since July 08 when he wrote CFR proposal and budget for IIGG.
- Stewart has hired two permanent staff full time to help develop program.
- Stewart will send me a letter answering our questions exploring CFR mission and vision and what they do with program results; i.e., conferences, consultation (new US Administration), *Foreign Affairs*, and articles in other journals and conferences.
- Others doing projects and subject similar to ours at NYU, Brookings, and Stanford.
- CFR programs are listed on Page 1 – self explanatory – we went over each one and I agreed, all there.
- Core staff activities
    - These are all planned for year one – benchmarks being developed. Web page, scorecard and mapping are all connected and may change as they are developed.
    - Monthly meeting FY10 out of which will come publications - five scheduled for FY09.
    - Africa project not a go this year because Paul Stares CFR committed to another project but Stewart will start with visits to African institutions in FY09.
    - Annual CFR Conference on IIGG is scheduled for May 7, 8, 9 showcasing Robina work.
    - Book launch – one is done – another started.
- Activity of other Study Fellows:
    - 50 mbs of Samore's studies department.
    - Each one of projects mentioned are under way and relate to Robina work will be paid for by Robina as relate to IIGG project.

Gordon Aamoth

From: Gordon Aamoth [gaamoth@robinafoundation.org]
Sent: Thursday, September 18, 2008 4:04 PM
To: 'Schroeder, Steve'; 'H. Peter Karoff'; 'Crosby, Thomas M.'
Cc: 'Jean Sazevich'
Subject: CFR meeting with Haass and Patrick

Steve and Peter: ..Update on my meeting with Richard Haass in Mpls during the RNC. Tom, Ed and I had lunch followed by golf then I attended a symposium moderated by Haass the next morning, which included Henry Kissenger. The substance of our discussion was CFR grant proposal. Haass was very involved in their plan. He fully supports it and Stewart Patrick, the PI. I then met with Richard and Stewart in NYC on Sept 12th at the CFR to discuss their proposal.

- They defended the CFR grant proposal in January and the Agenda and Benchmarks for Fiscal Year FY09. After talking with Stewart, for over two hours, all of our questions are addressed in the two documents.
- The issue of benchmarks; he feels that they are stated on page 5. Since this program is just getting organized the strategies and how to measure the outcomes will be better stated when the first year end report is given in August 2009.
- Their core programmatic activities listed on page 1 are basic to CFR, that is to do the research, map and evaluate current institutional work and publish it on a new CFR web site, host 6-10 roundtable discussions, publish the results and host an annual conference on May 7th and 8th, 2009 in NYC on International Institutions and Global Governance.
- Travel to international institutions and governments for consultations.
- Launch a book(done) in 2009 and start a second book in late 2008.
- The Robina funding will draw information from existing CFR Studies programs to support the Robina intiative as stated on page 3. This part of the recent letter makes the proposal rather robust but they plan to do it, and if anyone can do it, Stewart will.
- I asked him about the role of non-state actors and he acknowledged this omission.
- I asked him to respond to our questions by letter.
- Stewart is an outstanding scholar and person to lead this project and I am more than confident he will perform to our greatest expectations. Today ,I had lunch with Derek Chollett and James Goldgeiger, who wrote the book ,America Between the Wars, who know Stewart. They said he was a bright star at the State Department and that everything he has done has been great.
- I would like to invite CFR-Stewart- to come Mpls for our meeting next August and report on the first year of their program.

Gordon

Update on the Robina Foundation Human Rights Fellowship Initiative
Prepared for the Robina Foundation
November 7, 2008

Summary

In May 2008, the Robina Foundation awarded $3 million to Yale Law School to help prepare the next generation of human rights leaders. Thanks to the Robina Foundation's investment, the School created the Robina Foundation Human Rights Fellowship Initiative and recently awarded a number of scholarships and fellowships to human rights students, advocates and scholars. The School has also named a project leader, Alisha Bjerregaard '08, who will manage the Fellowship Initiative, reach out to the wider University to foster interdisciplinary collaboration and participation in human rights programming at the Law School, and plan networking activities for the current Fellows in order to build a cadre of future leaders in the human rights field. Clinical Professor of Law James Silk was appointed Faculty Director of the Robina Initiative.

Following an implementation meeting in August 2008, the Initiative began selecting Robina scholarship recipients and Fellows. Scholars were selected in consultation with the financial aid office on the basis of financial need and interest in human rights (as indicated in their financial aid applications). Summer stipend and travel award recipients (traditionally known as Kirby Simon Fellows in honor of Professor John Simon's son, Kirby, who died in the Foreign Service) were selected by the Schell Center on the basis of written proposals to undertake human rights work abroad. Finally, three Robina Foundation Fellows in Residence were appointed by the Dean and faculty of the Law School.

The Law School gratefully acknowledges the Robina Foundation's investment in its work and offers the following brief report to mark the Initiative's development to date.

Robina Foundation Human Rights Scholarships awarded (term-time) (13)

Student	Year
Amanda Andrade	2010
Elisabeth Centeno	2011
Elias Bram	2009
Clark Gard	2009
Zachary Herz	2011
Suneela Jain	2010
Karen Kudelko	2010
Ira Lindsay	2009
Kristin Macleaod-Ball	2010
Katherine McGriff	2011

Matthew Pearl	2010
Sohail Safdar Ramirez	2010
Ashwini Vasanthakumar	2011

Kirby Simon Fellows supported by the Robina Foundation, Summer 2008 (36)

Student	**Year**
Mary Adkins	2010
Ryan Abbott	2010
Mytili Bala	2009
Anand Balakrishnan	2009
Laurie Ball	2010
Sadie Blanchard	2010
Connie Chan	2010
Jonathan Cochran	2010
William Collins	2010
Tom Dannenbaum	2010
Nwamaka Ejebe	2010
Jacqueline Esai	2010
Ronan Farrow	2009
Sam Ferguson	2009
Brian Finucane	2010
Clark Gard	2009
Ilana Gelfman	2009
Rebecca Heller	2010
Julie Holt	2010
Andrew Iliff	2010
Suneela Jain	2010
Craig Konnoth	2010
Karen Kudelko	2010
Nadia Lambek	2010
DeLisa Lay	2010
Jake Lucchi	2010
Kristin Macleod Ball	2010
Lucas Mills	2010
Joseph Pace	2010
Daniel Mullkoff	2010
Becky Perry	2010
Elizabeth Phelps	2010
Robert Silverman	2010
Thomas Stutsman	2010
Benjamin Taibelson	2010
Aaron Zelinsky	2010

Robina Post-Doctoral Fellowships

Post-doctoral fellowships will be awarded beginning in the spring of 2009, and the selection process is under way. Indeed, applications are expected to begin arriving next week. To complement our noted Bernstein Fellowship program focusing on human rights advocacy experiences, the Robina Fellowships are likely to include opportunities for postgraduates to work in foreign and international courts and tribunals and to pursue independent scholarly research projects on international human rights issues.

Robina Foundation Senior and International Fellows in Residence

Dapo Akande

Visiting Associate Professor of Law and Robina Foundation International Fellow

Dapo Akande is a Visiting Associate Professor of Law at Yale Law School and University Lecturer in Public International Law and Yamani Fellow at St Peter's College, University of Oxford. He has varied research interests within the field of international law and has published articles on aspects of the law of international organizations, international criminal law, and international dispute settlement. Prior to his appointment at Oxford, he held Lectureships (the UK equivalent of a Professorship) at the Universities of Durham and Nottingham. He has also been a Visiting Professor at the University of Miami Law School and has taught at the London School of Economics as well as at Christ's and Wolfson Colleges, Cambridge.

Education

M.A., University of Oxford, 2004
LL.M., London School of Economics, 1994
LL.B., University of Ife, Nigeria, 1992

Course Taught

International Law and Armed Conflicts

Ryan Goodman

Visiting Professor of Law and Robina Foundation Fellow (fall term)

Ryan Goodman is a Visiting Professor of Law and Robina Foundation Fellow at Yale Law School, and the Rita E. Hauser Professor of Human Rights and Humanitarian Law at Harvard Law School. Professor Goodman received his J.D. from Yale Law School, where he served as an articles editor of *The Yale Law Journal*. He received a Ph.D. in Sociology from Yale University. He served as a clerk for Judge Stephen Reinhardt of the U.S. Court of Appeals for the Ninth Circuit. His publications include *Socializing States: Promoting Human Rights through International Law*

(Oxford University Press, forthcoming 2009) (with Derek Jinks), *Understanding Social Action, Promoting Human Rights* (Oxford University Press, forthcoming 2009) (with Derek Jinks & Andrew K. Woods), *International Humanitarian Law* (Oxford University Press, forthcoming 2009) (with Derek Jinks & Michael Schmitt), and *International Human Rights in Context* (Oxford University Press, 3d ed., 2007) (with Henry Steiner & Philip Alston). He is a member of the Board of Editors of the *American Journal of International Law* and a member of the Board of Editors of the new interdisciplinary journal, *International Theory* (Cambridge University Press).

Education
Ph.D., Yale, 2001
J.D., Yale, 1999
B.A., University of Texas, 1993

Course Taught
Laws of War

Luzius Wildhaber
Visiting Professor of Law and Robina Foundation Senior International Fellow (fall term)

Luzius Wildhaber is a Visiting Professor of Law and Robina Foundation Senior International Fellow at Yale Law School, and a past President of the European Court of Human Rights. He is the author of 9 books and 200 articles and has participated extensively in human rights activities. He is a graduate of Yale Law School and Basel University (Switzerland).

Education
J.S.D., Yale, 1968
LL.M., Yale, 1965
Bar Exam, Basel University, 1964
Dr. iur., Basel University, 1961

Course Taught
European Convention on Human Rights

Robina Human Rights Initiative Project Leadership

Alisha Bjerregaard '08 has agreed to join the Robina Human Rights Fellowship Initiative to serve as project leader.

Conferencing and Networking

On December 16, 2008, the Law School will host a forum with Dapo Akande and Ryan Goodman, the two Robina Foundation Fellows who will be in residence at the time. (Luzius Wildhaber will have departed by that date.) Professors Akande and Goodman will discuss their research and teaching careers in human rights. Further details on this forum will be forthcoming.

The forum will be open to the Law School community, with special invitations extended to those current JD students being supported by the Foundation as scholarship recipients and summer fellows. Future conferences will likely expand from this original conception of a single panel, and will include our Postdoctoral Fellows as well. Other networking plans are under development and will be shared with the Foundation as they become established.

In short, while there are tremendous human rights challenges in the world today, there is also at this time a sense of momentum among those who seek to resolve them. The Law School is grateful for the Robina Foundation's investment in our emerging leaders, poised to influence human rights outcomes in the years to come.

Yale Law School

HAROLD HONGJU KOH
Dean

August 15, 2008

Gordon Aamoth, MD
President and Chief Executive Officer
Robina Foundation
4900 IDS Center
80 South 8th Street
Minneapolis, MN 55402

Dear Gordon,

I am delighted to offer my sincere thanks for your $3,000,000 gift in support of the Robina Foundation Human Rights Fellowship Initiative at Yale Law School. I am pleased to relay that we have recently received the first installment of $1,000,000 and are on our way to implementing the programs outlined in our proposal. We are very appreciative of your generous support that will allow the School to greatly increase our capacity to advance human rights on a global scale.

As you may know, Yale Law School has an immense stake in the advancement of human rights that is present not only in my own scholarship, but throughout the School's commitment to scholarship and activism as a whole. Since our founding, the School has worked to further innovative legal scholarship that relates to the greater workings of society, governance, and public betterment. Yale Law School is grateful for the opportunity you've provided to raise the international community's awareness and attention to the extremely consequential issue of human rights.

Thank you once again for your recognition of the importance of our work. Quite simply, the impact of your generosity will not only be felt within the local community of Yale Law School, but more accurately, throughout the field of human rights as a whole.

Warmly,

Harold

Harold Hongju Koh

What a huge shot in the arm you have given us! I am so grateful.
H

P.O. BOX 208215, NEW HAVEN, CONNECTICUT 06520-8215 · TELEPHONE 203 432-1660 · FACSIMILE 203 432-7117
COURIER ADDRESS 127 WALL STREET, NEW HAVEN, CONNECTICUT 06511 · HAROLD.KOH@YALE.EDU

November 6, 2008

Via Email: gaamoth@robinafoundation.org

Dear Dr. Aamoth:

It is my distinct pleasure to provide the Board of the Robina Foundation with this quarterly update on the activities of the Yale Center for New Theatre. With the very generous grant from the Foundation, the Center's work in commissioning new plays, conducting workshops and hiring key personnel is already well underway. We are currently supporting fourteen commissions, in various stages of development; we have conducted two workshops of commissioned musicals; and we are in the final stage of our search for our Literary Manager.

Commissions

Three of the fourteen commissions have been awarded since July 1; the remaining eleven were already in progress at the start of the Robina grant period, but have been aided by the $50,000 in Robina funding that was awaiting designation at Yale. For your reference, I have attached biographies of all of the commissioned artists as an appendix.

- The three newly commissioned works are:
    - **Marcus Gardley** (playwright), **Lear deBessonet** (director and co-creator), and **Todd Almond** (composer) have been commissioned to create an original musical, currently titled *On the Levee*, about the historic Mississippi flood of 1927.
    - **Jay Reiss** (playwright) and **Scott Murphy** (composer) have been commissioned to create an original musical theatre piece, currently titled *Meanwhile on the Other Side of Mt. Vesuvius*. Through dance, poetry, druid love songs, and pantomime, the project tells the story of Taverus, a scholar living on the other side of Mt. Vesuvius from Pompeii, as he struggles to create his place in history.
    - Internationally acclaimed director **Robert Woodruff** and OBIE Award-winning actor **Bill Camp** have been commissioned to create a new stage adaptation of Fyodor Dostoevsky's *Notes from Underground*, which will premiere at Yale Repertory Theatre in March 2009.

- The eleven prior commissions now also receiving support from the Robina Foundation are:
    - **Hilary Bell**: an original play titled *Perfect Stranger* about a young woman who returns home after years of being stranded in a remote location with no other human contact.
    - **Adam Bock** (playwright) and **Todd Almond** (composer): a musical adaptation of Shirley Jackson's novel *We Have Always Lived in the Castle*.
    - **Marcus Gardley**: an original play about Eli Whitney, the inventor of the cotton gin.
    - **Naomi Iizuka**: an original play based on the life of Isabella Stewart Gardner. This is a co-commission with the Huntington Theatre Company in Boston.
    - **Octavio Solis**: an original play, currently titled *Yolanda*, a sequel to *Lydia*, which is being produced at Yale Rep in Spring 2008. Set thirty years after *Lydia* in 2008, *Yolanda* continues the story of the Flores family, living in El Paso, Texas.

- **Kathryn Walat**: a new play, currently titled *Creation*, about a man who is struck by lightning and how this near-death experience does and does not change his life.
- **Anne Washburn**: an original play titled *The Octavia*, about Seneca, Nero and Octavia.
- Original plays, as yet untitled, have also been commissioned from playwrights **David Adjmi**, **Amy Herzog**, **Elizabeth Meriwether**, and **Marisa Wegrzyn**.

Workshops

Since July 2008, the funds from the Foundation have supported two workshops of commissioned musicals: *On the Levee* and *Meanwhile on the Other Side of Mt. Vesuvius.*

On the Levee is an original musical that tells the story of the Mississippi flood of 1927. The workshop took place August 25 to 29, 2008 at Chelsea Studios in Manhattan. Playwright Marcus Gardley, composer Todd Almond, and director/co-creator Lear DeBessonet collaborated with a cast of twelve professional actors to rehearse the most recent draft of the book, which included a never-before-seen Act III. In addition, the creative team and company rehearsed several new songs, and they explored vocal underscoring for the project.

We also conducted a two-week workshop of *Meanwhile on the Other Side of Mt. Vesuvius* in New Haven. Playwright Jay Reiss, composer Scott Murphy, director John Carrafa, and musical director Erika Schroth worked with a cast of seven to explore new text and music. Over the course of the workshop, the cast learned new songs while the creative team explored song placement within the text and rewrites of the story.

Literary Manager Search

Yale Repertory Theatre is in the progress of conducting a national search for the newly created position of Literary Manager, which will be supported by the Robina grant for the next three years. The large applicant pool has been narrowed to a short list of five candidates, and we aim to make an offer for the position by the end of November.

I am continually inspired by the artistry and talent that we are able to foster through the Yale Center for New Theatre and grateful to the Foundation for its extraordinary investment in our efforts and our mission. I look forward to providing the Board with quarterly updates as our work progresses. Thank you again for your support.

Sincerely,

James Bundy

Yale Repertory Theatre
Yale Center for New Theatre Commissioned Artists

David Adjmi
David Adjmi's play *The Evildoers* received its world premiere at Yale Repertory Theatre in January 2008. *Stunning* was developed at New York Theatre Workshop, Sundance/Ucross, and Manhattan Theatre Club, and premiered at Woolly Mammoth Theatre Company in Spring 2008. Other plays include *Marie Antoinette* (JAW West Festival; the Soho Rep Writer/Director Lab; University of California, Santa Barbara Theatre Lab; Sundance Institute Residency at The Public Theater), *Caligula* (Soho Rep's Studio Series), *Elective Affinities* (Royal Shakespeare Company, Stratford-on-Avon; Soho Theatre, London), *Strange Attractors* (Empty Space Theatre), *Woody Allen's Fall Project*, *Doppel-Gang-Bang*, and *3C*. Upcoming plays include *Red Elvis*; *Bonifacius (or, The Do-Gooders)*; *Washington Square*; and *Broadway Boogie Woogie*, a trilogy loosely based on Doblin's Berlin Alexanderplatz. Mr. Adjmi has been nominated for the Kesselring, Weissberger, and Barrie Stavis prizes; and received a McKnight Advancement Grant, the Marian Seldes-Garson Kanin Award, a Jerome Fellowship, a Royal Court Residency, the Helen Merrill Award, Jon Robin Baitz's Ovid Grant, a Soho Rep Writer/Director Fellowship, the Lecomte du Nouy Award, the Cherry Lane Mentor Project Fellowship, an Atlantic Center for the Arts Residency, multiple fellowships from The MacDowell Colony, and commissions from the Royal Court Theatre, Yale Repertory Theatre, and Berkeley Repertory Theatre. He attended Sarah Lawrence College, the Iowa Playwrights Workshop, and The Juilliard School. Mr. Adjmi is a member of the Dramatists Guild, MCC Theater's Playwrights' Coalition, Rising Phoenix Rep, and Vinegar Tom Players.

Todd Almond (composer)
A regular at some of the top venues in New York City, including the Zipper Factory, Ars Nova, and Joe's Pub, Mr. Almond has released two CDs (*Deep North Woods* and *Try to Hear, Try to Say*), and recently took part in the first *24 Hour Musicals*, for which he composed a 10-minute musical (book by Adam Bock) entitled *The Story of Falling Man,* featuring Victoria Clark and Cheyenne Jackson. As a composer for the theatre, Mr. Almond has written shows for Mitu the company-in-residence at New York Theatre Workshop; Juilliard; New York University; The Peterborough Players; and City at Peace. Mr. Almond music directs and orchestrates as well, most recently serving as musical director for a production of the infamous *Weimar New York* at the Spiegeltent. Last year, along with his company Mitu, he re-orchestrated and conducted the "bald" version of *Hair* at New York's Skirball Center. Together with playwright Adam Bock, Mr. Almond has been commissioned by Yale Repertory Theatre to write a new musical based on Shirley Jackson's seminal novel *We Have Always Lived in the Castle*. In addition, he is developing his musical *Girlfriend* at TheatreWorks in Palo Alto this spring.

Hilary Bell
Daughter of Australian theatrical legends John Bell and Anna Volska, Hilary Bell is an award-winning playwright who has written for stage, radio, screen, and music theatre. She is a graduate of The Juilliard Playwrights' Studio; NIDA; and the Australian Film, Television and Radio School; and her plays have been performed in Australia, Europe, and the United States. Ms. Bell's plays include *Wolf Lullaby* (Steppenwolf Theatre Company, Atlantic Theater Company); *Shot While Dancing* (1999 Susan Smith Blackburn finalist); and *Eye of the Storm* and *The Falls,* both workshopped at the National Playwrights Conference, the former traveling to the Russian Playwrights Festival. She has written libretti for musicals, song cycles, the opera *Mrs. Satan,* and most recently Phillip Johnston's score to Murnau's silent film *Faust,* premiering at the New

3

York Film Festival in 2002. Her new work, *Memmie Le Blanc*, won the 2007 Inscription Award and received its world premiere in Perth, Australia with a joint production between Deckchair Theatre and Vitalstatistix in November 2007. For her plays, she is a recipient of the Philip Parsons, Jill Blewitt, Bug'n'Bub and Eric Kocher awards, and the Aurealis for a novel. Ms. Bell has taught playwriting and screenwriting at Wesleyan and New York University, respectively. She is currently writing the feature film *Isabelle the Navigator* starring Toni Colette.

Adam Bock

Adam Bock's *The Thugs* premiered at New York's Soho Rep in 2006, winning an OBIE for playwriting for Mr. Bock and an OBIE for directing for Anne Kauffman, and was named to both of *Time Out New York*'s Top Ten lists. His play *The Receptionist* had its world premiere at Manhattan Theatre Club in October 2007, directed by Joe Mantello; and *The Drunken City* premiered at Playwrights Horizons in early 2008. *Swimming in the Shallows* was first produced by Second Stage Theatre as part of their 2005 New Plays Uptown series. This play is a Clauder Competition Award winner, a Weissberger Award nominee, and has or will be produced in Boston, London, Toronto, Key West, Ithaca, Santa Cruz, and at the Edinburgh Fringe Festival. His play *Five Flights*, produced by Rattlestick Playwrights Theater in 2004, won the 2002 Will Glickman Award for Best New Play produced in the Bay Area, four Dean Goodman Awards, and was nominated for the American Theater Critics, the Osborn, and two BATCC awards. It was named as one of the *San Francisco Chronicle*'s and *Oakland Tribune*'s Top Ten Theatrical Events and the *Chronicle*'s Top Ten Cultural Events for 2002. These and other plays have been read and workshopped by New York Theatre Workshop, Playwrights Horizons, Rattlestick Playwrights Theatre, Naked Angels, Soho Rep, Clubbed Thumb, Underwood, Oregon Shakespeare Festival, and Printer's Devil, among others. Mr. Bock is resident playwright at Encore Theater, a Shotgun Players Artistic Associate, and a member of the MCC Playwrights' Coalition. He is a NEA and CASH grantee, was a resident at Yadoo, and is a former member of the Soho Rep Writer/Director Lab.

Bill Camp

Bill Camp's acting credits include the Broadway productions of *St. Joan*, *The Seagull*, and *Jackie: An American Life*. Off-Broadway credits include *Homebody/Kabul* (OBIE Award), *Lydie Breeze*, and *The Demons* (New York Theatre Workshop); *Macbeth* (Theatre for a New Audience); *Measure for Measure*, *One Flea Spare* (Public Theater). He has also appeared as Prince Hal in *Henry IV, Parts I and II*; King Henry in *Henry V*; Picasso in *Picasso at the Lapin Agile*; Jamie in *Long Day's Journey Into Night* (Elliot Norton Award, Best Actor); Bolingbroke in *Richard II*; Sir John Brute in *The Provok'd Wife*; Mike in *Olly's Prison* (all at American Repertory Theatre). Other credits include Brooklyn Academy of Music, the Mark Taper Forum, the Guthrie Theater, Yale Repertory Theatre, Berkeley Repertory Theatre, Seattle Repertory Theatre, La Jolla Playhouse, and Hartford Stage, among others. Television and film credits include *The Dying Gaul*, *Rounders*, *In and Out*, *Reversal of Fortune*, *Law and Order*, *Joan of Arcadia*, and *The Great Gatsby*.

Lear deBessonet

Lear deBessonet is the founder and artistic director of Stillpoint Productions. Her New York directing/devising credits include Brecht's *Saint Joan of the Stockyards* (PS 122), *transFigures* (a site-specific work at Calvary Church in 2003, produced Off-Broadway by the Women's Project in 2007), *Bone Portraits* (Walkerspace), *Death Might Be Your Santa Claus* (a site-specific work performed at an abandoned bank next to the New York Stock Exchange), *Flying on the Wing* (New York International Fringe Festival, Outstanding Solo Show), *The Eliots* (Center Stage), *The Female Terrorist Project* (HERE Arts Center). Regional theatre credits include *When I Was a Ghost* (Guthrie Dowling Studio), *A Year with Frog and Toad* (Dorset Theatre Festival), and *Equus* (Hangar Theatre). At New York University, she directed *Fefu and Her Friends*, *L'Histoire du Canard*, and *Bite Your Tongue*. Internationally, Ms. deBessonet directed *In the Dark Ages*, a new tri-lingual musical for the National Opera Theatre of Kazakhstan. She has assisted Martha Clarke, Anne Bogart, and Marianne Weems, and has trained with DAH Theater of Yugoslavia. Ms. deBessonet is an alumna of the Soho Rep Writer/Director Lab, the Women's Project Directors Lab, a Drama League Directing Fellow, and a Jefferson Scholar. She is the recipient of the LMCC's Presidential Award for Artistic Excellence and was featured in *Time Out New York*'s "25 People to Watch 2006."

Marcus Gardley

Marcus Gardley is a poet-playwright who teaches playwriting at University of Massachusetts at Amherst and has taught creative writing at Columbia University. His play *dance of the holy ghosts* premiered at Yale Repertory Theatre in March 2006. Other plays include *...and jesus moonwalks the Mississippi*, *(L)imitations of Life* (Empty Space Theater, Seattle), and *like sun fallin in the mouth* (National Black Theatre Festival, Winston-Salem, North Carolina). Mr. Gardley was a finalist for the Alliance Theatre Graduate Playwriting Competition in 2004, the sole runner-up for the Princess Grace Award in 2004, a Sundance writer-in-residence at Ucross in 2003 and the Summer Lab in 2006. He is the recipient of the Eugene O'Neill Memorial Scholarship, the Bay Area Playwrights' Foundation Fellowship, and the ASCAP Cole Porter Prize. Mr. Gardley graduated from Yale School of Drama in 2004 and is a proud member of New Dramatists. He was the NEA/TCG playwright-in-residence at Yale Repertory Theatre for the 2007-08 season.

Amy Herzog

Amy Herzog's play *Hungry* was produced at Ensemble Studio Theatre in New York following its run at the New Theater in New Haven. Her plays have been developed at the John Houseman Theater, Ensemble Studio Theatre, The Tank, the Lark Theatre Company, Apple Girl Productions, and Arena Stage in Washington, DC. She received a commission from the Sloan Foundation for her play *M-Theory Play: Thirteen Dimensions in Two Acts*. Ms. Herzog is a member of Youngblood, Ensemble Studio Theatre's workshop for emerging professional playwrights. She is also a founder of The Tank, a performing and visual arts center in downtown Manhattan. Ms. Herzog graduated from Yale College with a BA in English in 2000 and Yale School of Drama in 2007. Her play *Willing* received a reading at Arena Stage in February 2007, and *The Wendy Play* was produced at American Conservatory Theatre in the spring of 2008. Her play *508* was part of Youngblood's 2008 Thicker Than Water Festival of New Plays.

Naomi Iizuka

Naomi Iizuka's *17 Reasons (Why)* was produced at Campo Santo + Intersection for the Arts and published by Stage and Screen in the anthology *Breaking Ground: Adventurous Plays by Adventurous Theatres,* edited by Kent Nicholson. Her other plays include *Strike-Slip*; *36 Views*; *Polaroid Stories*; *Language of Angels*; *War of the Worlds* (written in collaboration with Anne

Bogart and SITI Company); *Aloha, Say the Pretty Girls*; *Tattoo Girl*; and *Skin.* Ms. Iizuka's plays have been produced by Actors Theatre of Louisville; Berkeley Repertory Theatre; Campo Santo + Intersection for the Arts in San Francisco; Dallas Theatre Center and Undermain Theatre in Dallas; Frontera@Hyde Park in Austin; Printer's Devil and Annex in Seattle; NYSF/Joseph Papp Public Theater, Geva Theatre, the Brooklyn Academy of Music, Soho Rep, and Tectonic Theatre in New York; San Diego's Sledgehammer Theatre; Northern Light Theatre in Edmonton, Alberta; Alternate Theatre in Montreal; and the Edinburgh Festival. Her plays have been workshopped by San Jose Rep, GeVa Theatre, Bread Loaf, Sundance Theatre Lab, A.S.K. Theatre Projects, the McCarter Theatre, Seattle's A Contemporary Theatre, the Bay Area Playwrights' Festival, Midwest PlayLabs, En Garde Arts/P.S. 122, and New York Theatre Workshop. She is a member of New Dramatists and is the recipient of a Whiting Award, a Rockefeller Foundation MAP grant, a Gerbode Foundation Fellowship, an NEA/TCG Artist-in-Residence grant, a McKnight Fellowship, a PEN Center USA West Award for Drama, the Stavis Award from the National Theatre Conference, Princeton University's Hodder Fellowship, and a Jerome Playwriting Fellowship. Ms. Iizuka has taught playwriting at the University of Iowa; University of Texas, Austin; University of California, Santa Barbara; and currently teaches at the University of California, San Diego.

Elizabeth Meriwether

Elizabeth Meriwether's *The Mistakes Madeline Made* was produced at Yale Repertory Theatre in 2006. *Nicky Goes Goth* was produced in the 2004 New York International Fringe Festival, directed by Shira Milikowsky, and went on to productions at Impact Theater in Berkeley and the Stray Cat Theater in Phoenix. *True Love Story of My Parents* won the 2005 Samuel French Off-Off Broadway Short Play Festival and will be published next year. *Heddatron* (the result of a commission by the OBIE Award-winning company, Les Frères Corbusier, to create an adaptation of *Hedda Gabler* involving live robots) was produced on the HERE mainstage in February 2006, directed by Alex Timbers. *Dixie's Tupperware Party*, which she co-wrote with writer/performer Kris Anderson, was produced at Ars Nova in fall of 2007. Ms. Meriwether graduated from Yale University in 2004 and The Juilliard School's playwriting program in 2008.

Scott Murphy (composer)

Scott Murphy received his BA in music composition in 2002 from Bennington College, where he studied with Ricky Ian Gordon. He earned his MFA in musical theatre writing from New York University in 2004. Mr. Murphy's work includes *Shark In The Creek* (book, music, and lyrics), *Broadcast* (music), and *Phoebe* (music). His song, "I Miss Him," can be heard on Tom Bogdin's CD *For Your Delight: New American Art Songs*, and his song, "My Perfect World," was performed by Brian D'Arcy James at the 2003 Children's Aid Society benefit concert. Mr. Murphy has held internships at Manhattan Theatre Club and the Dallas Symphony Orchestra. He received the Dramatists Guild's 2004 Jonathan Larson Musical Theatre Fellowship, and the 2005 Daryl Roth Award.

Jay Reiss

Jay Reiss is a graduate of the The Juilliard School's playwriting program. He is one of the creators of *The 25th Annual Putnam County Spelling Bee* and made his Broadway acting debut as the *Bee*'s word pronouncer, Vice Principal Douglas Panch (Drama Desk Award). His most recent play, *Francisco Pizarro Sings* has been produced twice in Los Angeles twice and was originally commissioned by Manhattan Theatre Club. Other plays include: *The Tulip Craze*; *Meanwhile, On the Other Side of Mount Vesuvius* (Adobe Theatre Company); *Hooray For Iceboy*! (Adobe Theatre Company); *Two Men Poised* (Soho Rep, HBO New Writers Project). His short play *Awkward Silence* was published by Samuel French, Inc., and was turned into a short film directed by Noah Emmerich (Golden Bear Award, Houston Film Festival). Mr. Reiss has written several screenplays for studios including Warner Bros. and Paramount Pictures.

Octavio Solis

Octavio Solis is a playwright and director living in San Francisco. His works *Man of the Flesh, Prospect, El Paso Blue, Santos & Santos, La Posada Mágica, El Otro* and *Dreamlandia* have been mounted at theatres nationwide. *Burning Dreams*, co-written with Julie Hebert and Gina Leishman, was produced by San Diego Repertory, and his collaborative project with Erik Ehn, *Shiner*, was mounted by Undermain Theatre in Dallas. *Lydia* premiered at Denver Center Theatre in January 2008, and he has been commissioned by the Oregon Shakespeare Festival to write an adaptation of *Don Quixote*. Mr. Solis has received a NEA Playwriting Fellowship, two playwriting grants from The Kennedy Center, the Will Glickman Playwright Award, the 1998 TCG/NEA Theatre Artists-in-Residence Grant, the 1998 McKnight Fellowship grant from the Playwrights Center in Minneapolis, and the 2000-2001 National Theatre Artists Residency Grant from Theatre Communications Group. He is the recipient of a grant from the Pew Charitable Trust for a new project with the Oregon Shakespeare Festival. Mr. Solis is a member of the Dramatists Guild and New Dramatists.

Kathryn Walat

Kathryn Walat's play *Bleeding Kansas* premiered in summer 2007 at the Hangar Theatre (Ithaca, New York), and her *Victoria Martin: Math Team Queen* premiered earlier that year at the Women's Project in New York. Other plays include *Connecticut*, *Greenspace*, *Know Dog*, and her newest project, *Smile*. Her work has been produced at Actors Theatre of Louisville, Salvage Vanguard Theater, and Perishable Theatre; and developed at Manhattan Theatre Club, Playwrights Horizons, Ars Nova, Bay Area Playwrights Festival, Boston Theatre Works, Lark Play Development Center, and New Georges, where she is an affiliated playwright. *Victoria Martin* was recently published by Samuel French and will appear in *New Playwrights: The Best Plays of 2007* (Smith & Kraus). Ms. Walat received her BA from Brown University and her MFA from Yale School of Drama.

Anne Washburn

Anne Washburn has been produced or developed by 13P, Actors Theatre of Louisville, Cherry Lane Theater, The Civilians, Dixon Place, New York Theatre Workshop, The Public Theater, Soho Rep, and the Williamstown Theater Festival. Her work is published in *New Downtown Now* (edited by Young Jean Lee and Mac Wellman, University of Minnesota Press) and in *Ten Minute Plays for 4, 5, and 6 Actors* (Actors Theatre of Louisville, Smith & Kraus). Ms. Washburn is a member of 13P and The Civilians, an associated artist with New Georges, and founded the Pataphysics Playwriting Workshops at the Flea Theater in New York City. Her plays include *The Communist Dracula Pageant*, *Apparition*, and *The Ladies*, among others. *The Internationalist* was originally mounted by 13P in New York City; has been produced or workshopped in Berlin, Budapest, and Sydney; and was produced at the Vineyard Theater in Fall

2006. She received a BA from Reed College and a MFA from New York University. Ms. Washburn is a member of New Dramatists.

Marisa Wegrzyn
Marisa Wegrzyn's productions include *Psalms of a Questionable Nature* with Lucid by Proxy in Los Angeles, *Hickorydickory* at Washington University in St. Louis, *Killing Women* and *Diversey Harbor* at Theatre Seven of Chicago, *The Butcher of Baraboo* at Steppenwolf Theatre Company and Off-Broadway at Second Stage, and short plays for *Game On* as part of Actors Theatre of Louisville's 2008 Humana Festival. Other theatres that have presented her work include Geva Theatre Center, Magic Theatre, CENTERSTAGE, Available Light Theatre, Nice People Theatre Company, Hourglass Group, and Rivendell Theatre Ensemble. She currently has been commissioned by Steppenwolf Theatre Company and Yale Repertory Theatre. Ms. Wegrzyn is a resident playwright at Chicago Dramatists, a founding member of Theatre Seven of Chicago, and a sixth generation Chicagoan who loves winters along Lake Michigan.

Robert Woodruff
Robert Woodruff has directed plays at Lincoln Center Theatre, New York Shakespeare Festival, Brooklyn Academy of Music, American Conservatory Theatre (San Francisco), and the Mark Taper Forum, among others. Internationally, he has created productions at the Habimah National Theatre in Israel and Toneelgroep Amsterdam in the Netherlands. His work has been seen at the Sydney Arts Festival, the Los Angeles Olympic Arts Festival, the Edinburgh International Festival, the Hong Kong Festival of the Arts, the Jerusalem Festival and the Spoleto Festival USA. Mr. Woodruff has taught at the University of California campuses at San Diego and Santa Barbara, New York University's Tisch School of the Arts, and Columbia University. He is now on the faculty of Yale School of Drama. In 1972, he co-founded the Eureka Theatre in San Francisco, where he served as Artistic and Resident Director until 1978. In 1976, Mr. Woodruff established the Bay Area Playwrights Festival, a summer forum for the development of new plays that is still flourishing. From 2002 to 2007, Mr. Woodruff was the Artistic Director of the American Repertory Theatre. He was named a 2007 USA Biller Fellow by United States Artists, an arts advocacy foundation dedicated to the support and promotion of America's top living artists.

4

October 25, 2008

To the Robina Foundation Board

From Peter Karoff

Re: Human Rights

The primary purpose of commissioning a scan on the issue of human rights was to determine if the instincts of several board members that this could be a cross-cutting issue for the Foundation was justified. The enclosed report by Barbara Frey, has in my view, accomplished that purpose. In fact, the report surfaced many interesting themes within the huge universe of human rights that Robina could productively address. Thus, there is much to discuss.

Our major task in preparation for the November board meeting – which is by phone – is to see if there is a consensus on which aspect(s) of the human rights issue – either in the report or otherwise – we want to learn more about and explore further at our February '09 retreat, or subsequently in other ways.

This is the first effort by the Robina Board to begin to look independently at a specific issue area, except as they have been framed by the proposals from our four principal institutions. The process raises some interesting policy and programmatic questions for us to consider.

Here is what comes to my mind – and you may well think of others:

Should Robina approach the human rights issue, or any other issue, solely by working with our four recipient institutions? Or, should the Foundation reach beyond the institutions and consider funding other programs, nonprofit organizations, or civil society actors, including commissioning research and analysis? To what extent is the latter consistent with our interpretation of Jim Binger's intent?

Human rights issues can be addressed domestically – specifically in Minnesota - and globally – which is most compelling – or do we want to look at both aspects?

There are a number of funder consortiums, networks, and collaborations working on human rights– do we want to become party to one or more of them? Would we prefer to develop a more conventional programmatic approach and invest directly in a portfolio of recipient organizations?

Human rights issues are inherently political in nature and often attract media attention – how much tolerance does the Board have for what are often very hot and sticky issues – how does that fit with Jim Binger's persona?

Many of these alternatives have staffing and management implications – what are they?

The above is probably enough but I do suggest that we make time during our retreat in February to talk about these questions.

ROBINA FOUNDATION

4900 IDS Center
80 South 8th Street
Minneapolis, MN 55402
Phone: 612-333-2313
Fax: 612-333-0182
www.robinafoundation.org

DATE: October 27, 2008
TO: Robina Board Members
FROM: Gordy Aamoth
SUBJECT: **INTERIM REPORT TO BOARD MEMBERS – SEPTEMBER/OCTOBER 2008**

Office Administration/Management

The office is doing well. After the August BOD Meeting, Jean and I talked about my review and her relationship with me and the Board. This was a very good discussion; we both know our positions going forward. Jean's role is to support me as a management consultant.

The winter meeting retreat on Human Rights is shaping up. Jean and Gordon have met with Barbara Frey, who is doing the research scan, several times and Barbara, Jean, Peter, and Gordon had a conference call on October 21, 2008, to go over the "Preliminary Report to the Robina Foundation, Strategic Opportunities for Promoting Human Rights," and it is ready for distribution to the BOD for discussion during the November 19th conference call BOD Meeting. We will ask the Board for direction on the following:

- What did you like/dislike?
- Would you like to change the emphasis?
- How do you want to format the February Retreat?

At the August BOD Meeting, the Board elected Ed Spencer Director Emeritus, and to also award a $25,000 grant to his charity of choice, "The Center for Victims of Torture" in Minneapolis. Ed personally matched this gift. I recommend to the Board that Ed's annual stipend, $10,000, be distributed as of nine months of service totaling $6,666; it has been paid.

On September 18, 2008, Tom, Ed, and Gordon met with Lois Quam to introduce her to Robina; giving the history, the operation and administration, the grantmaking, the spending strategy, and the investment policy. Jean and Gordon will be staff support for Lois as Treasurer and head of the Investment Committee.

Grantmaking/External Relations

Following the Board Meeting in August, I met with Penny Wheeler and Dick Adair of Abbott Northwestern to further consider the points of discussion during their presentation. ANW has reworked their budget and now has requested $1,253,535 the first year and a total of $6 million over three years with an annual review. This payment has been made. The Minneapolis Tribune story on the grant was forwarded to all of you on 10/21/08.

The Board asked for more definition and specifics from CFR regarding their IIGG program. Ed, Tom, and Gordon met with Richard Haass during the RNC in St. Paul for lunch and golf. Haass strongly supported Stewart Patrick's work as presented to the Board and the importance to CFR as subject of "New World

Order." I further visited CFR in New York City on 9/12/08 where we dissected their proposal at large and the executive summary with benchmarks presented at the August Board Meeting. The BOD felt this was a "laundry list" of goals, not benchmarks. As I emailed all of you after that meeting, Dr. Patrick feels the IIGG project is not too broad, that it fits well to the CFR current mission, that it integrates well with other projects, and that he has a timetable for FY2009 to produce six to eight symposiums, one national conference, and several publications. As Richard Haass had done, he defended their proposal and will respond in writing to my requests and I would like to invite him to our August 2009 Meeting for their annual report.

I had the pleasure of attending a roundtable discussion chaired by Richard Haass at the RNC that included Henry Kissinger and other Republican leaders and writers on the subject of "World Governance and Democracy." An example of what CFR does and how influential they can be.

Yale has been quiet in responding to our requests for benchmarks we can use to monitor and evaluate their Robina programs. Therefore, I have planned to visit them this quarter.

The Robina gift to Yale drama and law was reported, in short, in the Yale Alumni magazine, fall edition.

I have had several phone conversations with David Wippman, U of M Law School Dean, about their proposal. He advised that Tom Sullivan, Provost, and Jerry Fischer, Minnesota Foundation, have agreed in principle to our suggestion that Robina money not be for endowment but for program development and he is preparing an alternative budget for our consideration at the November BOD Meeting.

<u>Assets/Investments</u>

Ed Spencer met with Lois Quam on October 13th to explain what he has done and what is planned for our investments at USBank and TIFF. She has accepted the position of Treasurer and Chair of the Investment Committee.

USBank has advised this week that our money market account is secured by the government and that our bonds are as safe as can be and should be left alone until they mature.

TIFF has advised Robina through "white papers" on October 15, and a conference call on October 21 attended by Jean and Gordon, that their focus remains on "long-term" strategies and not the short term. They have suspended intra-quarter missives on the Multi Assets Fund (MAF) evolving performance in favor of "data-lite" updates because of the volatility in the market. In the October 20, 2008 report the MAF is down 23.90% for the year-to-date.

<u>Legal</u>

On 10/17/08 I talked to Anita Tyson from J. P. Morgan about sending us our money now that the tax (August 3) issue has been settled. She advised that she has talked to Ed Spencer and Tom Crosby as well, but she still feels the tax exposure is much larger than we think it is and they are preparing for further distribution.

Tom Crosby has been in phone and email discussion with Peggy Halfman of MWE, the lawyers for the Estate, regarding the tax issues. In brief, the $1.5 million Dorsey firm litigation fee is contested and could ultimately cost the Estate $2.39 million, therefore, we will continue the fight for this deduction.

The other dispute is Bazal's "life estate" (condominium); Pennell generation skipping tax, and the valuation of the NYC apartment are likely lost and will cost Robina $2,740,000. Finally, the Estate and Robina are likely to pursue the suit against the government for the approximate $15 million in tax on tax paid on the gift for Jane Mauer and which money she has agreed to return to the Estate.

Future Board Meetings

Our next meeting will be a conference call on Wednesday, November 19, 2008, 9-11 a.m. CST. We will meet February 16-17, 2009 in La Jolla, California for a business meeting and retreat on Human Rights. The 2009 schedule is as follows:

February 16-17, 2009	Retreat – Human Rights La Jolla, CA – La Valencia Hotel
May 18, 2009	Conference Call – 9-11 a.m. CST
August 24-26, 2009	Annual Meeting – Minneapolis, MN
November 16, 2009	Conference Call – 9-11 a.m. CST

ROBINA FOUNDATION

4900 IDS Center
80 South 8th Street
Minneapolis, MN 55402
Phone: 612-333-2313
Fax: 612-333-0182
www.robinafoundation.org

DATE: November 6, 2008

TO: Robina Board Members

FROM: Gordon Aamoth

SUBJECT: President's Report – November 2008

On November 3, 2008, Lois Quam, Jean Sazevich, and Gordon met to discuss Lois' role as Robina Treasurer and Investment Committee Chair. Lois had been thoroughly briefed by Ed Spencer earlier regarding investments.

We discussed the history of the Foundation investments, the current investments, the anticipated Estate distribution in 2008 or 2009, and the Estate tax obligations and returns. (See Peggy Halfman/Tom Crosby emails in the Legal section of the Board Book.) We also explained that the BOD has established Robina's spending policy; Ed Spencer and Gordon the Investment Policy; and Ed Spencer prepared the Treasurer's Report.

Lois asked for staff support to get "up to speed" and prepare the Treasurer's Report. Jean will be the one to monitor our investments and prepare the budget and provide that information to Lois. Lois and Gordon will prepare any policy statements for the BOD.

Nancy Gilberg, Robina's Administrative Assistant, will continue to provide our accountants (CBIZ) with expenses and cash flow information for our financial reports.

MINUTES OF THE
APRIL 11, 12, 2005
MEETING OF THE
ROBINA FOUNDATION
BOARD OF DIRECTORS
4542 IDS TOWER
MINNEAPOLIS, MN 55402

April 11,12, 2005 meeting of the Robina Board of directors was called to order by President Jane K. Mauer. All members, Gordon A. Aamoth, L.D. DeSimone, Steven A. Schroeder, and Jane K. Mauer, were present.

Minutes of the February 4, 2005 meeting were unanimously approved.

Resignation of McDermott Will & Emery was unanimously accepted.

This being the first in- person meeting of the Board, time was devoted to an autobiographical sketch by each Member of the Board.

The initial estimate of Robina Foundation Expense and Distribution Requirements for years ended 2004, 2005, 2006 and 2007 were reviewed. Asset allocation, a description of assets held, and money manager performance were reviewed and discussed. The Board is satisfied with assets in the portfolio, the asset allocation and present money mangers.

McDermott Will & Emery (MWE) proposed liquidation of all marketable securities, set forth in correspondence dated March 29, 2005, was reviewed and discussed.

> Upon motion duly made, seconded and unanimously approved and adopted by the Board of Directors:
> RESOLVED, that the Board of Directors rejects MWE proposal of liquidation of all marketable securities.

KPMG Engagement letter covering operational issues, and structure and compliance issues was reviewed and discussed.

> Upon motion duly made, seconded and unanimously approved and adopted by the Board of Directors:
> RESOLVED, that the President of the Foundation is authorized to execute the Engagement Letter.

An annual fee of $30,000 payable to Tim Harrison of True North to maintain Robina real estate was discussed.

Upon motion duly made, seconded and unanimously approved and adopted by the Board of Directors:
RESOLVED, that the fee is reasonable and the expenditure is authorized.

The Board discussed annual Board interim compensation of $10,000 payable quarterly, plus reimbursement of travel and out of pocket expenses.

Upon motion duly made, seconded and unanimously approved and adopted by the Board of Directors:
RESOLVED, that annual Board interim compensation of $10,000 payable quarterly, plus travel and out of pocket costs is authorized.

Oppenheimer Wolff & Donnelly attorneys, David Potter and Tom Lund introduced themselves and their firm to the Board. David Potter and Tom Lund discussed the status of the James H. Binger Will contest.

Upon motion duly made, seconded and unanimously approved and adopted by the Board of Directors:
RESOLVED, the Board of Directors engage Oppenheimer Wolff & Donnelly LLP. An Engagement Letter was signed by the Board.

The Board will be kept informed of the status of the Will contest by attorneys Potter and Lund.

The Board discussed moving forward with the work of the Foundation in light of the Will contest. A decision was made, based upon discussion with David Potter and Tom Lund, to move cautiously forward.

Upon motion duly made, seconded and unanimously approved and adopted by the Board of Directors:
RESOLVED, President Mauer will draft correspondence to the named institutions informing them of a delay in fully funding Robina.

A short term grant strategy was discussed and tabled until the summer meeting.

Show Header Print Hide Envelope

From: H. Peter Karoff Add to Address Book
To: gaamoth@robinafoundation.org
Date: Friday, September 26, 2008 11:40:43 AM
Subject: Re:

I do know Marnie and have worked with her

Peter

Sent from my BlackBerry Wireless Handheld

-----Original Message-----
From: Gordon Aamoth <gaamoth@robinafoundation.org>
To: H. Peter Karoff; schroeder@medicine.ucsf.edu
Sent: Fri Sep 26 12:18:59 2008
Subject: FW:

Gentleman: I asked Lois for these. In addition, I would like to submit Marnie Pillsbury. She knows about Robina as I have talked to her about us when I first started to get it going and she offered to help. I think Peter knows her and for Steve, she is David Rockefeller's assistant and is involved in his philanthropic endeavors. Gordon

From: Quam, Lois [mailto:Lois.E.Quam@pjc.com]
Sent: Friday, September 26, 2008 7:40 AM
To: gaamoth@robinafoundation.org; tcrosby@faegre.com
Subject:

When we met, you asked for ideas for an additional Board member. I am writing to offer two:

Diana Farrell, McKinsey Global Institute based in San Francisco, CFR member.

Nancy Leamond, one of the top people at AARP, formerly chief of staff to the US trade representative, based in Washington.

You'll be able to get information on them on line.

Lois

Show Header

Print Hide Envelope

From: Quam, Lois Add to Address Book
To: gaamoth@robinafoundation.org, tcrosby@faegre.com
Date: Friday, September 26, 2008 7:39:59 AM
Subject:

When we met, you asked for ideas for an additional Board member. I am writing to offer two:

Diana Farrell, McKinsey Global Institute based in San Francisco, CFR member.

Nancy Leamond, one of the top people at AARP, formerly chief of staff to the US trade representative, based in Washington.

You'll be able to get information on them on line.

Lois

http://www.mckinsey.com/mgi/perspective/biography/index.asp

Diana Farrell, Director

McKinsey Global Institute

Diana Farrell is the Director of the McKinsey Global Institute (MGI), McKinsey & Company's economics research arm. MGI's independent investigations combine McKinsey's microeconomic understanding of companies and industries with the rigor of leading macroeconomic thinking to derive perspectives and publish reports on important global economic issues.

MGI's research on productivity and competitiveness covers nearly 20 economies around the world across more than 30 industries as well as the relationship between IT and productivity. Other research priorities include: global economic integration; capital markets; the ascendance of China and India; labor markets and offshoring; health care; global energy demand; and consumer demand and demographic shifts.

Ms. Farrell's work has appeared in academic journals, books, and on the op–ed pages of leading international publications, and she is a frequent speaker at major US and global conferences. She is the editor of an anthology series based on MGI research, published by Harvard Business School Press, 2007. Together with Lowell Bryan, she is the co-author of Market Unbound, published by Wiley & Sons, 1996.

Ms. Farrell was previously a McKinsey consultant in the Washington, D.C. office and a leader of McKinsey's Global Financial Institutions and Global Strategy practices. She has served clients around the world in a variety of capacities. Prior to joining McKinsey, she worked for Goldman, Sachs & Company in New York.

Ms. Farrell has a B.A. from Wesleyan University in Economics and in the College of Social Studies. She also holds an M.B.A. from Harvard Business School.

Ms. Farrell is a member of Council on Foreign Relations, the Bretton Woods Committee, and the Pacific Council on International Policy; a trustee for the Committee for Economic Development; a Board Advisor to the Bay Area Economic Pulse; a member of the Bay Area Economic Forum's Research Council; and Senior Advisor to the American Assembly's Next Generation Project. She lives in the San Francisco Bay Area with her husband and two children.

40's

Nancy LeaMond

Find out more about navigating Wikipedia and finding information.

50i

From Wikipedia, the free encyclopedia

Nancy LeaMond currently serves as Executive Vice President of Social Impact at the AARP. She was formerly CEO/President for five years of the Congressional Economic Leadership Institute, a public policy group founded in 1987 to identify and research emerging international economic, trade, technology, tax and workforce issues.

She began her career as the Chief of Staff to U.S. Congresswoman Mary Rose Oakar. On March 18, 1993 she was nominated by President Clinton to serve as Assistant U.S. Trade Representative (USTR) for Congressional Affairs. She served as Chief of Staff to U.S. Trade Representative Charlene Barshefsky.

As USTR, she helped to accomplish the following:

- 1) Co-ordinated public affairs activities around the enactment of major trade agreements with Jordan and China
- 2) 1999 negotiations of the World Trade Organization
- 3) Successful management of the passage of major Presidential legislative initiatives including North America Free Trade Agreement, General Agreement on Tariffs and Trade (Uruguay Round) and China MFN.

Awards

Nancy LeaMond also served in the U.S. Departments of Commerce and Education; she was awarded the "Professional Achievement Award" for her accomplishments.

Credentials

LeaMond holds a bachelor's degree in Sociology/Urban Studies from Smith College and a Master's degree in City Planning from Harvard University's John F. Kennedy School of Government.

External links

- Nomination as Assistant U.S. Trade Representative for Congressional Affairs by President Clinton (http://clinton6.nara.gov/1993/03/1993-03-18-two-press-releases-on-todays-nominations.html)
- AARP website (http://www.aarp.org/research/international/a2003-11-10-bio-leamond.html)
- Biography at AARP (http://www.aarpinternational.org/bio/bio_show.htm?doc_id=547047)

Retrieved from "http://en.wikipedia.org/wiki/Nancy_LeaMond"
Categories: American lobbyists • Clinton Administration personnel • Harvard University alumni • People from Washington, D.C. • Smith College alumni • United States Trade Representatives • Year of birth missing (living people)

- This page was last modified on 24 July 2008, at 08:01.

5

Robina Foundation
Finance Committee Report

November 19, 2008

1. **Quarterly Financial Statements** *(sent in advance with board book)*
    a. Review and approve for file
2. **Binger Estate Assets at JP Morgan**
    a. Letter from Ed Spencer to JP Morgan (October 2008)
    b. Update status of asset transfer to Foundation
        i. Roughly $53 million of cash in JP Morgan account
        ii. Timing of liquid asset transfer - considerations
    c. Spencer recommendation presented 8/08 calls for $23 million of assets received to be invested in fixed income account at US Bank (portfolio likely to be expanded to include longer term bonds), and remainder in Multi-Asset Fund at TIFF.
3. **Robina Foundation Assets**
    a. US Bank – cash and fixed income update
        i. $22,712,517 as of 10/31/08
            1. Cash and Equivalents - $6,860,498
            2. Taxable Bonds - $15,852,019
        ii. Meeting with fixed income managers to discuss future asset allocation and cash flow needs.
    b. TIFF – Multi-Asset Fund (MAF)
        i. $6,484,765 as of 10/31/08
        ii. MAF performance -21.8% YTD as of 11/04/08. TIFF reports that this is comparable to peer group of similar funds.
        iii. Robina – MAF account -18% since inception on 5/23/07
        iv. Note that no funds have been withdrawn from this account for Robina grants or operations and none are planned until 2012 (per Spencer plan).
4. **Investment Policy and/or Spending Policy**
    a. Any questions or discussion?

Moody

Current Residuary Assets on Hand (as of September 30, 2008)

Cash and Short Term				**Market**	**Cost Basis**	**Unrealized**
James H. Binger Revocable Trust [redacted]				$ 32,971,406.71	$ 32,971,406.71	-
James H. Binger Revocable Trust - Income Account [redacted]				6,822,791.42	6,822,791.42	-
Estate of James H. Binger [redacted]				14,702,407.59	14,702,407.59	-
Estate of James H. Binger - Income Account [redacted]				422,013.25	422,013.25	-
Total Cash and Short Term:				**$ 54,918,618.97**	**$ 54,918,618.97**	**$ -**
Tartan I LP	**Total Market**	**% Owned**	**JHB Trust**			
Tartan I LP - Scotch I	26,320,123.62	43.4%	11,422,933.65			
Tartan I LP - ScotchGard	20,344,102.55	33.3%	6,774,586.15			
Tartan I LP - Post It	29,492,152.76	19.8%	5,839,446.25			
Total:	**76,156,378.93**		**24,036,966.05**	**$ 24,036,966.05**	**$ 15,864,397.91**	**$ 8,172,568.14**
				(Liquidation Value)	(FET discounted basis)	
Other Assets:						
James H. Binger Revocable Trust [redacted]						
Tomsten Inc.	317,259.88					
301 Clifton	420,000.00					
MN Community Dev. Bond	100,000.00					
Jason McLean Prom. Note	50,000.00					
Venture Capital	9,129,204.00					
Eridon	60,000					
Loring Pasta Bar	66,576					
Myfitlife Inc.	275,000					
Project Apple	-					
Raymedica Inc.	535					
Total:	**10,418,574.88**			**$ 10,418,574.88**	**$ 10,418,574.88**	**$ -**
Estate of James H. Binger [redacted]						
Note ($1MM face due 12/31/2010)	1,000,000.00					
Total:	**1,000,000.00**					
TOTAL ASSETS FOR DISTRIBUTION FOR TAXES AND EXPENSES AND ROBINA:				**$ 89,374,159.90**	**$ 81,201,591.76**	**$ 8,172,568.14**

Note: Interim distribution of $27MM was made 10/4/07 usbancorp

Five Star Service Guaranteed

usbank.com

Richard K. Davis
Chairman, President and CEO

800 Nicollet Mall
Minneapolis, MN 55402
612.303.0840 direct
612.303.0848 fax

October 29, 2008

Mr. Gordon Aamoth
Robina Foundation
4900 IDS Center, 80 South 8th Street
Minneapolis, MN 55402

Dear Mr. Aamoth,

At U.S. Bank, we wanted to reach out to our most important clients during this time of market instability and offer our guidance and support. I'd like to begin by personally thanking you for your partnership and for the continued trust you've placed in U.S. Bank. The purpose of this letter is two-fold – to make certain you have the most up-to-date information about our company and to assure you that we are available anytime to answer your questions and to help address any concerns you might have.

First, let me declare to you that U.S. Bank is strong, stable, and growing. Despite the current global financial uncertainty, U.S. Bank is well capitalized and uniquely positioned to help you meet your financial goals. U.S. Bank's financial strength is based on a long history of prudent risk management, a disciplined approach to lending, a diversified product line, and a commitment to superior client service. We are proud to be the sixth largest commercial bank in the nation. Our stock performance and dividend consistency serve to prove the reputation strength of our company.

As a valued client of The Private Client Group, our team of advisors and investment managers are committed to help you develop and implement a financial strategy to reach your financial goals and secure your family's future. We are here to help!

During these rapidly changing times, we believe it's important to share our thoughts about the economy and investment markets with you. Therefore, I would like to invite you to join our *Investment Market Update Calls*, to gain our insights and perspectives. These telephone conference calls are hosted by Mark Jordahl, President of the Wealth Management Group and Tim Leach, Wealth Management Chief Investment Officer. They are joined by a variety of economic and investment experts who discuss recent developments in the market (see enclosure for information about these calls).

I have asked our Relationship Managers to connect with you during these challenging times and to be available to you. In the meantime, if you have questions or concerns regarding U.S. Bank, please contact your Relationship Manager. Also know that I am available to you and can be reached at 612-303-0840.

Mr. Aamoth, thank you again for your continued trust and confidence in U.S. Bank. We look forward to serving you for many years to come.

Sincerely,

Richard K. Davis

usbank. Five Star Service Guaranteed

Memorandum

Private Client Group

Date: October 23, 2008
To: Gordy Aamoth
From: Tim Towle

Re: Estate Transfer

This memo is being sent to recap the telephone conversation we had this morning. The phone conversation dealt with two items; 1) Can the Binger estate distribute the remaining assets in kind to the Robina Foundation, or are they required to liquidate the assets; 2) Should the remaining distributions be done over time in order to reduce risk.

1) Unless the will specifies differently, the estate is not required to liquidate assets and distribute cash. If fact the Uniform Probate Code directs that the assets shall be distributed in kind if possible.

    524.3-906 Distribution In Kind; Valuation; Method
    (a) Unless a contrary intention is indicated by the will, the distributable assets of a decedent's estate shall be distributed in kind to the extent possible through application of the following provisions:

    [I have left off the sections that do not apply to the remainder beneficiary]

    (4) The residuary estate shall be distributed in kind if there is no objection to the proposed distribution and it is practicable to distribute undivided interests. In other cases, residuary property may be converted into cash for distribution.

2) You had asked if it would add diversity or reduce risk to have the estate deliver the assets over time rather than deliver all of the assets that the estate is ready to deliver. In my opinion I feel that you increase risk rather than reduce it by delaying the delivery of assets. You had indicated that due to the current turmoil in the equity markets, the investment committee will be making a determination as to when the remaining equities should be sold. Assuming you have a policy in place to sell the equities that are received, you are better able to execute this policy if you have control of all of the assets. If you do not have control of the assets you are not sure what is left in the estate and the committee is not able to execute its policy over the assets that have not

been received. Also, any assets that are held at U.S. Bank are not on our balance sheet, but rather are held in a custodial account for the Robina Foundation. This means that if U.S. Bank went bankrupt after receiving all of the estate assets the foundation would not lose any of these funds to the bank's creditors and the assets would just be transferred to a new custodian. You probably have the same protections at J.P. Morgan but I am not sure. I just point this out to ensure you that there is not any additional risk of losing asset just because they are all held in the account that is at U.S. Bank rather than held at two different institutions.

TIFF

THE INVESTMENT FUND FOR FOUNDATIONS

Pursuing investment excellence

To: TIFF Multi-Asset Fund (MAF) Members
Date: October 15, 2008
Re: Evolving Performance and Exposures

Extraordinary Times. In light of the extraordinary events unfolding in global capital markets, we're compelled to suspend — for the second time in less than a month — our self-imposed prohibition on intra-quarter missives on MAF's evolving performance and exposures in favor of this necessarily "data-lite" update. It's "data-lite" for an important albeit frustrating reason. Several endowed charities that employ MAF are conducting investment committee meetings in coming days and have asked us to furnish "something in writing" as background for such conversations. In order to get a document into their hands in a timely manner, we've had to craft this special bulletin in a manner that, like the special bulletin distributed to MAF members on September 17th, omits MAF-specific data whose inclusion would subject this bulletin to a pre-publication review process involving persons not employed directly by TIFF that necessarily takes multiple days to complete. Importantly, much of the data that trustee groups employing MAF might wish to have in hand while reading the prose that follows is posted at https://wwws.tiff.org/TAS/maf.html, including daily returns (absolute and relative) as well as fund holdings. We encourage fiduciaries interested in learning more about MAF's evolving performance and exposures to visit our website early and often, and to dial into the interactive teleconference for MAF members we'll be conducting at 5 pm Eastern time on Tuesday, October 21st. Logistical details for this teleconference and registration instructions will be furnished to MAF members under separate cover not later than Thursday, October 16th. Finally, in keeping with our longstanding reporting protocols, we'll be mailing to MAF members ASAP a detailed report for 3Q 2008 chocked with data respecting MAF's evolving performance and exposures. Alas, because such quarterlies contain so much data, they're subject to the aforementioned pre-publication review process and are unlikely to get mailed soon. Such reporting lags frustrate us no less than they do some MAF members, although perhaps slightly less so these days for this paradoxical reason: financial markets are gyrating so wildly, and the regulatory environment in which investment pros are operating is changing so materially and frequently, that any written updates on MAF's performance or the evolving market environment are likely to be out of date before they get digested by their targeted audience. For this and other reasons outlined above — plus our commitment to doing all we can to induce trustees of perpetual charities to "take the long view" when deploying endowment assets — the Q&A that follows focuses as much on MAF's long-term ends and means as it does on shorter-term considerations. Again, readers seeking MAF-specific data (including year-to-date and quarter-to-date returns as of last night, October 14th) are encouraged to visit the aforementioned website. We also encourage readers who haven't previously reviewed our September 17th bulletin to do so; copies are available via email (memberservices@tiff.org) or phone (610 684 8200).

* * *

Key Points. For readers who lack the time to read what follows in its entirety, we offer the following outline of what we view as the key points made below:

- MAF has had net inflows year-to-date (YTD) and since global stock prices began gyrating wildly (and mostly in a downward direction) at the beginning of September.

- In staff's opinion, MAF's Constructed Index or policy portfolio remains appropriate in light of MAF's primary return goal — especially if MAF's members continue to tolerate Fund returns that deviate from those of the Index over the actual as distinct from theoretical time horizons that the typical investment committee employs when assessing endowment results.

- For reasons that readers hopefully will find obvious when reviewing MAF's performance relative to the Constructed Index on both a YTD and since-inception basis, this staff is not displeased by such performance — at least not as of this writing (i.e., as of close of business October 14th, 2008).

- MAF's returns have been enhanced on balance since broad US stock indexes peaked 12 months ago from asset class exposures that have varied to varying (*sic*) degrees over time from the Constructed Index's weights as outlined below. These tilts have been especially pronounced in recent months, with underweights to global equities, high yield bonds and REITs accounting for a goodly fraction of the overall Fund's performance relative to the Constructed Index.

- Even as we've made moves recently that have had the effect of nudging MAF's actual asset class weightings closer to those reflected in its Constructed Index, we've taken steps that will in all likelihood boost the "active risks" incurred within several of MAF's segments, especially global equities.

- The extraordinary steps being taken to prevent a collapse in global banking are making it extraordinarily difficult for investment pros to pinpoint the prices at which a broad range of securities might prudently be bought or sold. Under such conditions, it's unsurprising that some long-short stock managers have generated large losses.

- Endowed charities are best served by deploying their investable assets in a manner which assumes that (a) capitalism will not only survive but thrive in coming years and (b) a multi-year investment time horizon is not only theoretically sound for perpetual life charities but gives them a true edge relative to less patient investors.

*　　　*　　　*

Q & A. Herewith answers to seven questions that we'd consider asking if we had capital invested in MAF. Truth be told, certain members of this staff do have capital at risk via MAF — a substantial sum in the aggregate comprising the escrowed portion of quantitative bonuses earned conditionally for our labors in 2007. Pursuant to the pay plan under which staff labors, 50% of the quantitative bonuses awarded conditionally to staff based on the returns generated by specified vehicles bearing the TIFF name in a given year (e.g., 2007) are invested in MAF during the following year, with such escrowed sums being subject to partial or total forfeiture based on such vehicles' performance the following year (2008 in our example here). Importantly, even if no forfeitures attributable to underperformance in "the following year" occur, participating staffers can experience painful losses if MAF generates absolute losses during intervals in which escrowed bonuses are invested in MAF.

Many mutual funds have been experiencing net outflows of late. Has MAF? No. In fact, the Fund has experienced meaningful net **inflows** since 2008 commenced — and indeed since global stock indices commenced their most recent extended nosedive at the beginning of September. Needless to say, staff is gratified by these net inflows, which suggest to us that MAF members recognize that achievement of the fund's primary long-term return goal of 5% or higher annualized real (or inflation-adjusted) returns presupposes intervals when the fund's realized returns fall short of this concededly ambitious aim.

Given all that's happened in financial markets of late, do MAF's return goals remain achievable? As we take care to remind MAF members in every quarterly report that the TIFF Funds publish, MAF's return goals are two-fold. First, as noted above, the Fund's primary goal is to generate real returns exceeding 5% over a time horizon appropriate to the investment of perpetual charities' investable assets, with time horizon defined in a manner that enables stewards of such wealth to exploit as fully as possible its owners' perpetual life status. Second, the Fund seeks to outperform over shorter periods a weighted average of the returns generated by a diversified portfolio whose risk and return attributes are in the judgment of this staff and the Fund's directors compatible with and conducive to the successful pursuit of the Fund's primary return goal. This weighted average is known within TIFF circles as MAF's "Constructed Index", and is the equivalent of the multi-asset "policy portfolios" employed by many leading eleemosynary funds. More specifically, MAF's Constructed Index comprises eight segments at present. Their current weights (and benchmarks) are: 53% global stocks (MSCI All Country World Index); 15% absolute return strategies (3-month Treasury Bills plus 4% per annum); 10% inflation-linked bonds (the 10-year US TIPS); 7% resource-related stocks (a global index of such stocks); 5% conventional bonds (the Citigroup 10-year Treasury Index); 4% commodities (DJ AIG Commodity Total Return Index less 1% per annum); 3% real estate investment trusts (MSCI US REIT Index); and 3% high yield bonds (ML High Yield Master II Constrained Index). In staff's opinion, this Constructed Index or policy portfolio remains appropriate in light of MAF's primary return goal — especially if MAF's members continue to tolerate Fund returns that deviate from those of the Constructed Index over the actual as distinct from theoretical time horizons that the typical investment committee employs when assessing endowment results. We won't compound a problem endemic to endowment management by highlighting here how the Fund has performed relative to the Constructed Index over the suboptimally short time horizons to which we just alluded. Rather, we'll encourage fiduciaries keen to make such comparisons to visit the aforementioned website. While acknowledging that there's always room for improvement in the Fund's stewardship, we'll note that we're not disappointed by MAF's relative returns during what is arguably the most challenging market environment that we if not also the Fund's 21 external managers have encountered.

Regardless of how MAF has performed relative to its Constructed Index, don't the very challenges just alluded to necessitate changes to this Index? Not necessarily, although as mentioned in our September 17th bulletin, staff initiated some time ago a comprehensive review of MAF's investment policies. This review is proceeding apace and could produce in due course changes to the Constructed Index. That said, the Fund's stewards have enjoyed and continue to enjoy considerable flexibility in deploying MAF's capital across asset classes and strategies in a manner different from those reflected in the Constructed Index. Differently put, we don't necessarily have to modify the Constructed Index itself in order to do our best work on behalf of MAF's members. This isn't to say that we won't propose such modifications to the

Fund's directors. We might — perhaps soon. It is to say, however, that we remain open-minded to strategies and tactics that might cause the Fund's returns to deviate from those of the Constructed Index to a greater extent than they have historically. In other words, we may take steps (subject to board oversight, of course) that could in our potentially flawed opinion position MAF to deliver larger relative gains than it has to date.

Are you implying that MAF's absolute returns have been hampered by its stewards' unwillingness to use fully the discretion the Fund's prospectus gives them to incur benchmark risk or tracking error relative to the Constructed Index? We'll leave it to readers to draw whatever inferences they wish from the following provable facts. First, MAF's returns have been enhanced on balance since broad US stock indexes peaked 12 months ago from what this staff has labeled segment tilts, i.e., asset class exposures that have varied to varying (*sic*) degrees over time from the Constructed Index's weights as outlined above. These tilts have been especially pronounced in recent months, with underweights to global equities, high yield bonds and REITs accounting for a goodly fraction of the overall Fund's performance relative to the Constructed Index. Very importantly, the Fund's underweight in equities has been reduced recently through a combination of individual stock purchases by external managers combined with rebalancing trades implemented by staff via stock index futures purchases. More on such recent rebalancing moves below, with further information into what we're doing within MAF and why to be furnished during the aforementioned conference call for MAF members at 5 pm EDT on Tuesday, October 21st.

Egad. Does that mean that MAF will participate meaningfully in any potential further declines in global stock prices? It could, although by careful design the Fund's stock holdings display increasing levels of what investment pros refer to as "active risk" — jargon that practitioners use when discussing a portfolio's potential deviation from its benchmark. Of course, like stock investing generally, "active risk" constitutes a two-edged sword, with hoped-for gains counterbalanced by potential losses, by which we mean **relative** gains or losses arising from active management and absolute gains or losses arising from ownership of diversified baskets of stocks on an indexed basis. To be sure, if the excess returns that active management seeks to produce are large enough in fact, then the actively managed portfolios generating such returns can produce absolute gains even if the indexes they're benchmarked against produce absolute losses. Accordingly, while we cannot and will not predict their probabilities of occurring, we can imagine multiple scenarios under which MAF's stock holdings will produce absolute gains in coming months and beyond even if the indexes against which they're benchmarked —the MSCI All Country World Index (ACWI) and a custom index of resource-related stocks weighted in proportions reflected in MAF's Constructed Index, i.e., 53/60ths or 0.88 ACWI and 7/60ths or 0.12 custom resource-related stocks — continue slumping. Alas, if these and other stock benchmarks continue to shed value at anything close to the rate that they did last week (i.e., the five business days ending October 10th), then MAF's stock holdings are very unlikely to produce absolute gains. Over time horizons appropriate to the management of perpetual life endowments, however, we have believed and continue to believe that ownership will continue to trump creditorship and that equities broadly defined therefore remain the asset of choice for investors capable of withstanding the volatility that equity investing entails.

Speaking of volatility, isn't MAF's use of so-called absolute return managers supposed to dampen downside risk during bear markets of the sort stock investors have been enduring of late? Not really, although we understand how the words "absolute return" (AR) as a descriptor for a segment comprising 15% of MAF's Constructed Index could cause some observers to infer that this staff believes it can find managers capable of (a) absorbing 15% of the Fund's capital and (b) generating reliably returns exceeding the aforementioned segment's benchmark of 3-month Treasury bills plus 4% annualized. Of course, allotting 15% of the Constructed Index or indeed any "policy portfolio" like it to a segment benchmarked against T-bills plus 4% annualized is the functional or arithmetic equivalent of adopting a 15% cash allocation while also boosting by 0.71% per annum [4% times (0.15/0.85)] the return targets of the segments comprising the residual 85% of the Constructed Index or policy portfolio. Why bother with a distinct AR segment of the sort included in MAF's Constructed Index since the fund's inception when it's the functional equivalent of a 15% cash allocation plus a goosing (to the tune of 0.71% per annum) of the other segments' return goals? Many institutions maintaining separate and distinct "absolute return" segments within their policy portfolios would answer thusly: we maintain AR segments within our policy mix because certain managers we seek to employ don't fit neatly into the other asset classes or segments comprising such portfolios. For better or worse, that's not the reason that MAF's policy portfolio has historically included an AR segment, albeit one whose size was reduced from 20% to 15% several years ago due to staff's concerns that too much money was flowing into AR-oriented strategies and managers. When we modified the Constructed Index in this manner at year-end 2004 we also changed the AR segment's benchmark from T-bills plus 5% annualized to T-bills plus 4% annualized, underscoring even further our concern that AR strategies generally were becoming overcrowded. Not long thereafter we adopted new and improved means of measuring and managing MAF exposures — means that have enabled us to avoid the pitfalls of slotting each and every external manager that MAF employs into a given fund segment or "pigeonhole." The more flexible approach we now employ seeks to measure and manage systemic risks in particular (a/k/a asset class "betas") by essentially allocating each underlying manager's exposures across fund segments without regard to the investment "niche" that a manager claims to inhabit or the labels its other clients have attached to it. For example, if MAF employs a manager whose portfolio happens to comprise at a given point in time roughly equal parts of high yield bonds and global stocks, we'll "assign" 50% of the capital MAF has invested via this manager to MAF's high yield segment and 50% to its global stock segment when measuring and reporting MAF exposures at such time — even if the manager claims to be an "absolute return" manager and its other institutional clients slot it into that pigeonhole in their own asset allocation frameworks. Differently put, with the exception of one external manager whose returns have to date been so non-correlated with the asset classes in which MAF routinely invests as to justify such treatment, we've not "assigned" external managers that MAF employs to its "absolute return" segment. We've not done so because, notwithstanding repeated requests from external constituencies to quantify precisely how the managers assumedly employed within each fund segment are performing, we see no reason to slot or assign each external manager to a given segment and potentially great harm in doing so. Accordingly, we'll continue to decline such requests, reminding MAF members and their consultants in the process that the purpose of MAF's Constructed Index or policy portfolio is not to facilitate "pigeonholing" of the external managers it employs but rather to give such constituencies meaningful guidance respecting the risks to which MAF's members might be subject. More specifically, MAF members can expect the Fund to display over time volatility not materially higher than they'd expect a passive portfolio as diversified as the Constructed Index to display. Since this Constructed Index comprises in part 15% cash (per the rearranging of the Index's constituent parts and their associated benchmarks furnished above), MAF members might reasonably expect MAF to display less volatility than it would if the 15% of fund assets in question were invested in, say, stocks. Turning back to the question with which this necessarily lengthy discussion of "absolute return" investing began, we're disappointed that several of the absolute return-oriented hedge funds employed by MAF have generated large losses in 2008. We're disappointed but not surprised — not in light of the acutely challenging environment in which these funds' managers have been going about their work.

Speaking of the environment in which MAF's stewards have been operating of late, you've said little about it thus far. Why? We've said little about the extraordinary environment in which we and other investment professionals have been operating of late because it's been exactly that: extraordinary, due in large measure to the unprecedented and therefore wildly unpredictable if not also erratic manner in which the Federal government in the US plus its counterparts around the world have acted and continue to act in an effort to keep the global banking system functioning to at least a minimal extent. Of course, their efforts to do so have included measures that have complicated hugely the efforts of hedge fund managers in general and long-short stock managers in particular to achieve their firms' stated return objectives. More generally, the extraordinary steps being taken — or not — by national governments to prevent a collapse in the global banking system are making it extraordinarily difficult for investment pros to pinpoint with even approximate accuracy the prices at which a broad range of securities might prudently be bought or sold. Under such conditions, it's unsurprising that some long-short stock managers — those whose short-term results are especially vulnerable to disruptions in the arbitrage pricing mechanism that organized securities trading comprises — have generated large losses. Looking ahead, as the managers to whom we're alluding as well as this staff are working hard to do, it could be that the radically new regulatory landscape now unfolding makes certain investment approaches that have malfunctioned of late even more appealing. For example, the market turmoil witnessed of late could have the effect, among many other changes in the global economy and financial markets, of reducing the number of "players" employing strategies of the sort used by the long-short stock managers and other hedge fund advisors employed by MAF. Our intuition tells us that this is likely. It also tells us that the external managers MAF employs will take whatever steps they deem necessary to modify how they conduct business in order to deliver satisfactory returns to their clients — with no assurance that they'll succeed in the effort, of course. We'll continue to monitor everything they do as closely as we can, and will shift capital among the various investment pros who steward MAF's capital in a manner aimed at enhancing its capacity to achieve its long-term return aims. In doing so, we'll adhere to the principles highlighted in our September 17th special bulletin to MAF members, including the principle that endowed charities are best served by deploying their investable assets in a manner which assumes that (a) capitalism will not only survive but thrive in coming years and beyond; (b) a multi-year investment time horizon is not only theoretically sound for perpetual life charities to employ but gives them a true edge relative to less patient investors; and (c) the longer one's investment time horizon is, the less important or indeed productive it is to spend time doing that which experience teaches us is difficult at best to do, namely forecast the near-term direction of the economy or capital markets. We tend to shy away from managers whose approaches presuppose acute forecasting skill, and in light of the truly uncharted character of the waters through which investment pros if not also political leaders and central bankers are sailing at present, we're more disinclined than ever to make outsized "bets" — defined for purposes of this bulletin to MAF members as staff-induced tilts relative to MAF's Constructed Index — in the absence of major perceived pricing anomalies of the sort that induced us to underweight global equities, high yield bonds and REITs throughout much of the tumultuous year now unfolding. As noted above, we remain skeptical that the latter two asset classes have corrected enough to render them capable of generating satisfactory risk-adjusted returns, so we're maintaining underweights in them for the time being. Because global stock prices have corrected so materially since broad stock indices peaked roughly one year ago, we're uncomfortable maintaining a staff-induced tilt against them and have been taking steps recently to rebalance MAF's capital in a manner aimed at reducing its anti-stock tilt albeit via means that potentially go beyond the purchase of stocks *per se*. That said, and also previously noted, even as we've made moves that have had the effect of nudging MAF's actual "beta" exposures closer to those reflected in its policy portfolio or Constructed Index, we've taken steps that will in all likelihood boost the "active risks" incurred within several of its segments, including especially global equities. We've done so because we think the odds are good that investment pros who've been demonstrably successful in selecting securities for many years will find a way to continue doing so — not necessarily "across the board" but to a degree that will redound to the benefit of MAF members able and willing to "stay the course." We hope and have reasons that go beyond the external cash flow data referenced at the outset of this bulletin to believe that most will do so.

End

ROBINA FOUNDATION

file copy

4900 IDS Center
80 South 8th Street
Minneapolis, MN 55402
Phone: 612-333-2313
Fax: 612-333-0182
www.robinafoundation.org

October 13, 2008

Anita Tyson, Vice President and
Paul Cress, Vice President
J. P. Morgan Chase Bank, Chicago
21 South Clark Street, 42nd Floor
Chicago, IL 60603

Dear Anita and Paul:

This is to introduce Lois E. Quam, who is replacing me as Board Member and Treasurer of the Robina Foundation. Lois worked for many years for United Health Care, heading one of their largest marketing groups. She now is in charge of alternative energy and health care initiatives for Piper Jaffray.

I raised the subject with Paul last week about a major funds transfer of Estate funds to the Robina Foundation. The tax issues are clear so that you know the maximum future risk. Tartan will have to stay in the Estate, but substantial cash and the venture and private equity funds can be transferred.

I recommend writing off the full estimated value of the $595,778 miscellaneous investments, but sending Robina the files. If anything comes back in the future, it will be a small plus. Likewise ownership of the $420,000 condominium should be transferred to Robina. We may have to get a court order to make the insurance and condominium fee payments.

Thanks for your cooperation.

Ed

Edson W. Spencer
Retired Board Member and Treasurer of Robina Foundation

cc: Gordon Aamoth and Tom Crosby

bc: Lois Quam

The Robina Foundation
Investment Policy Statement

Purpose

The purpose of this investment policy statement is to:

- Establish reasonable expectations, objectives, and guidelines in the investments of Robina Foundation's assets;
- Set forth an investment structure detailing normal allocations and permissible ranges of exposure for the Account;
- Encourage effective communication between the Robina Foundation and the Portfolio Managers (USBank and The Investment Fund for Foundations (TIFF)); and
- Create the framework for a well-diversified asset mix that can be expected to generate acceptable growth over the investment time horizon for the Foundation at a level of risk suitable to the Foundation.

Investment Goals and Objectives

- The assets are to be invested with the primary objective of procuring long-range annual returns equal to rate of inflation plus five percent.
- Maintenance of qualifying payout equal to roughly 5% of the asset value of the Foundation throughout the year
- The Foundation shall maintain in cash, in money market and/or checking accounts, of at least one year's worth of anticipated grant payments and administrative expenses, as determined by the Foundation's spending policy.
- The Foundation will follow the Prudent Investment Rule which calls for prudent and careful investment strategy and avoids "jeopardy investments."
- The Foundation will pay excise taxes at the lowest qualifying rate, in quarterly installments, on its net investment income.

Asset Allocation

Asset Category	Allocation
Equities	70% (40%-80%)
Fixed Income (bonds and money market)	30% (20%-60%)
Other (hedge funds, venture capital, private equity, and real estate)	As determined by equity manager.

Decision Making Process

The Foundation's assets will be held in accounts at US Bank and TIFF. Day-to-day portfolio management decisions are at the discretion of the investment managers and will not require authorization of the President and Treasurer.

The investment managers will make investment strategy recommendations to the President and Treasurer of the Foundation. The President and Treasurer will provide authorization before any changes in investment strategy are executed.

Performance

The performance of the Foundation's investments, computed on a total annual rate of return basis, will be measured against and should meet or exceed commonly accepted performance benchmarks over a rolling three-year period and/or full market cycle.

Reporting Guidelines

The investment managers will provide performance reports to the President and Treasurer of the Foundation on a quarterly basis. Accompanying these reports will be narrative comments by the managers highlighting significant transactions, events, trends or other information the investment manager determines are noteworthy and of interest to the Board.

The investment managers shall be reviewed annually regarding performance, strategy, research, and other factors that may impact their ability to achieve the desired investment results.

This Investment Policy was voted on and approved by the Board of Directors of the Robina Foundation on ___________________.

Signed by:

____
President

____
Treasurer

6

Bader

Gordon Aamoth

From:	Crosby, Thomas M. [TCrosby@faegre.com]
Sent:	Tuesday, September 09, 2008 4:19 PM
To:	Gordon Aamoth; Nosde2
Cc:	JEAN SAZEVICH; Parks Jr., Charles (Chip) T.
Subject:	FW: Binger
Attachments:	5022761_2_XLS.pdf

Attached is Peggy Halfman's more detailed analysis on why losing the $1.5 million Dorsey fee deduction from the estate would increase the estate tax by $2.39 million.

If the deduction is lost, the taxable estate is $1.5 more. If the taxable estate is more, more money is needed to pay the estate taxes ...
And that money comes from the remainder going to Robina. The additional money to pay estate taxes (also taken from Robina), creates a further tax and so on... Interest is also a factor at approximately 7% per annum compounded from August 3, 2005 (nine months after the date of death).

These calculations have been checked and confirmed by Chip Parks who met with us in the August meeting.

My conclusion from this is rather simple: it is worth continuing the fight for the deduction because of the $2.39 million in issue.

The other three issues raised by the IRS in its letter (Bazal life estate; Pennell generation skipping tax and valuation of the Sherry Netherland unit) have few, if any, arguments available to the estate.
These three issues will cost the Foundation $2,740,000 according to an earlier e-mail from Peggy - the amount being so large because of the tax on tax concept which I have attempted to describe above.

The issue with the Dorsey fees is whether or not they were a proper expense of administration of the estate. The IRS is probably taking a position on this issue comparable to that taken by it on the estate tax
refund: the gift to Jane is involved; not the estate.

I think that we should inform Peggy and J.P. Morgan that we think that taking the Dorsey fee level to appeal is appropriate and ask for their opinion on the other three issues.

-----Original Message-----
From: Halfman, Peggy [mailto:phalfman@mwe.com]
Sent: Friday, September 05, 2008 5:44 PM
To: Crosby, Thomas M.
Cc: Baker, David; Anita Medina Tyson; Garber, Adam
Subject: Binger

Tom,

My earlier email provided tax and interest exposure estimates for certain tax litigation issues/outcomes. I believe you were surprised at how significant the exposure was given the size of the potential adjustments. As a result, you asked us to provide a detailed illustration to help you understand the relationship between a given adjustment and the tax and interest generated. To do this, I think it is helpful to isolate just one variable. The attached spreadsheet does this, isolating only the disallowance of the Dorsey fee deduction.

You will see that disallowance of the deduction for Dorsey's fees
($1,551,154) increases the taxable estate by $3,877,885, because not only is the Dorsey fee amount taxable ($1,551,154), so is the increase in state and federal tax generated by the disallowance ($2,326,731).
This occurs because both amounts reduce the residuary charitable deduction by moving estate funds to noncharitable purposes (Dorsey fees and taxes). The 48% federal estate tax rate is applied to $3,877,885
($1,551,154 + $2,326,731) to generate federal estate tax of $1,861,384, which after the reduction for the state death tax credit is $1,706,269.
The Minnesota tax generated by the disallowance is $620,462, and interest on the state and federal tax is $544,462. Together, the federal and state taxes and interest add up to $2,871,193 ($1,706,269 fed tax + $620,462 MN tax + $544,462 interest).

I hope this is helpful. I would be happy to talk through any questions you may have.

Peggy

Peggy A. Halfman
McDermott Will & Emery LLP
227 W. Monroe Street
Chicago, IL 60606

Telephone: 312.984.3363
Fax: 312.984.7700

7

FUTURE BOARD MEETING DATES

2008-2009

DATE	TIME
November 19, 2008 (Wednesday) Conference Call	9:00 a.m. to 11 a.m. (Central Standard Time)
February 16-17, 2009 (Monday and Tuesday) Winter Board Meeting (Human Rights Discussion)	La Jolla – La Valencia Hotel
May 18, 2009 (Monday) Conference Call	9:00 a.m. to 11 a.m. (Central Standard Time)
August 24-26, 2009 (Monday, Tuesday, Wednesday) Annual Meeting	Minneapolis, MN
November 16, 2009 (Monday) Conference Call	9:00 a.m. to 11 a.m. (Central Standard Time)

Calendar for year 2009 (United States)

January

Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

4:◐ 10:○ 17:◑ 26:●

February

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

2:◐ 9:○ 16:◑ 24:●

March

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

4:◐ 10:○ 18:◑ 26:●

April

Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

2:◐ 9:○ 17:◑ 24:●

May

Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

1:◐ 9:○ 17:◑ 24:● 30:◐

June

Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

7:○ 15:◑ 22:● 29:◐

July

Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

7:○ 15:◑ 21:● 28:◐

August

Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

5:○ 13:◑ 20:● 27:◐

September

Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

4:○ 11:◑ 18:● 26:◐

October

Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

4:○ 11:◑ 18:● 25:◐

November

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

2:○ 9:◑ 16:● 24:◐

December

Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

2:○ 8:◑ 16:● 24:◐ 31:○

ROBINA FOUNDATION

FINANCIAL STATEMENTS

September 30, 2008

(Compiled)

CONTENTS

MHM

Mayer Hoffman McCann P.C.
An Independent CPA Firm

1000 Campbell Mithun Tower
222 South Ninth Street
Minneapolis, Minnesota 55402
612-339-7811 ph
612-339-9845 fx
www.mhm-pc.com

ACCOUNTANT'S COMPILATION REPORT

Board of Directors
Robina Foundation

We have compiled the accompanying statements of financial condition (excise tax basis) of Robina Foundation as of September 30, 2008 and 2007, and the related statements of activities (excise tax basis) for the periods indicated and supplementary information, which is presented only for supplementary analysis purposes, as listed in the accompanying index, in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants.

A compilation is limited to presenting in the form of financial statements and supplementary schedules information that is the representation of the trustees. We have not audited or reviewed the accompanying financial statements and supplementary information and, accordingly, do not express an opinion or any other form of assurance on them.

Management has elected to omit substantially all of the disclosures and the statements of cash flows required by U.S. generally accepted accounting principles. If the omitted disclosures and statements of cash flows were included in the financial statements, they might influence the user's conclusions about the Foundation's financial position, results of operations, and cash flows. Accordingly, these financial statements are not designed for those who are not informed about such matters. We are not independent with respect to Robina Foundation.

Mayer Hoffman McCann P.C.

Minneapolis, Minnesota
October 28, 2008

Robina Foundation

STATEMENTS OF FINANCIAL CONDITION

(Excise Tax Basis)

September 30, 2008 and 2007

	2008	2007
ASSETS		
CURRENT ASSETS		
US Bank checking account	$ 18,166	$ 11,201
Prepaid federal excise tax	2,691	2,691
TOTAL CURRENT ASSETS	20,857	13,892
INVESTMENTS		
US Bank	23,138,336	7,032,616
TIFF Mutual Funds	9,365,683	2,554,047
Land	0	1,400,000
TOTAL INVESTMENTS	32,504,019	10,986,663
PROPERTY AND EQUIPMENT		
Furniture and fixtures	13,311	7,477
Less: accumulated depreciation	1,924	400
TOTAL PROPERTY AND EQUIPMENT	11,387	7,077
TOTAL ASSETS	$ 32,536,263	$ 11,007,632

See Accountants' Compilation Report

Robina Foundation

STATEMENTS OF FINANCIAL CONDITION

(Excise Tax Basis)

September 30, 2008 and 2007

	2008	2007
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable	$ 0	$ 0
Accrued expenses	0	0
Grants payable	0	0
TOTAL CURRENT LIABILITIES	0	0
NET ASSETS		
Foundation equity	32,536,263	11,007,632
TOTAL NET ASSETS	32,536,263	11,007,632
TOTAL LIABILITIES AND NET ASSETS	$ 32,536,263	$ 11,007,632

See Accountants' Compilation Report

Robina Foundation

STATEMENTS OF ACTIVITIES

(Excise Tax Basis)

Nine Months Ended September 30, 2008 and 2007

	Current Quarter This Year		Current Quarter Last Year		Year-To-Date This Year		Year-To-Date Last Year	
	Amount	%	Amount	%	Amount	%	Amount	%
REVENUES								
Investment income:								
Interest income	$ 245,179	64.9%	$ 87,178	65.2%	$ 798,189	80.7%	$ 306,718	85.0%
Dividend income	128,014	33.9	20,657	15.5	208,600	21.1	40,750	11.3
Capital gain distributions	26,879	7.1	25,796	19.3	26,879	2.7	25,796	7.2
Realized gains and losses	(6,066)	(1.6)	0	0.0	(1,194)	(0.1)	0	0.0
Investment fees	(16,170)	4.3	0	0.0	(43,357)	4.4	(12,500)	3.5
Total investment income	377,836	100.0	133,631	100.0	989,117	100.0	360,764	100.0
Contributions	0	0.0	0	0.0	0	0.0	0	0.0
Miscellaneous income	0	0.0	0	0.0	0	0.0	0	0.0
TOTAL REVENUES	377,836	100.0	133,631	100.0	989,117	100.0	360,764	100.0
EXPENSES								
Grants paid	1,278,535	338.4	0	0.0	5,278,535	533.7	0	0.0
Administrative expenses	155,375	41.1	126,200	94.4	347,527	35.1	355,033	98.4
TOTAL EXPENSES	1,433,910	379.5	126,200	94.4	5,626,062	568.8	355,033	98.4
OPERATING INCOME (LOSS)	(1,056,074)	(279.5)	7,431	5.6	(4,636,945)	(468.8)	5,731	1.6
Federal excise tax	5,000	1.3	0	0.0	22,664	(2.3)	4,600	(1.3)
INCREASE (DECREASE) IN NET ASSETS	$ (1,061,074)	(280.8)%	$ 7,431	5.6%	(4,659,609)	(471.1)%	1,131	0.3%
NET ASSETS, BEGINNING OF YEAR					37,195,872		11,006,501	
TOTAL NET ASSETS					$ 32,536,263		$ 11,007,632	

See Accountants' Compilation Report

Robina Foundation

SUPPLEMENTARY INFORMATION

SCHEDULES OF INVESTMENTS

(Excise Tax Basis)

Nine Months Ended September 30, 2008 and 2007

	US Bank Investment		Tiff Mutual Funds	
	9/30/2008	9/30/2007	9/30/2008	9/30/2007
Cost basis	$ 23,138,336	$ 7,032,616	$ 9,365,683	$ 2,554,047
Market value	22,643,831	7,032,616	7,394,441	2,584,226
Unrealized gains (losses)	$ (494,505)	$ -	$ (1,971,242)	$ 30,179

Robina Foundation
SUPPLEMENTARY INFORMATION
SCHEDULES OF ADMINISTRATIVE EXPENSES
(Excise Tax Basis)
Nine Months Ended September 30, 2008 and 2007

	Current Quarter This Year		Current Quarter Last Year		Year-To-Date This Year		Year-To-Date Last Year	
	Amount	%	Amount	%	Amount	%	Amount	%
ADMINISTRATIVE EXPENSES:								
Accounting & audit fees	$ 1,345	0.4	$ 8,900	6.7	$ 11,665	1.2	$ 10,725	3.0
Bank charges	(1)	0.0	0	0.0	(18)	0.0	213	0.1
Contract services:								
Gordon Aamoth	43,752	11.6	43,752	32.7	131,256	13.3	116,672	32.3
Jean Sazevich	13,650	3.6	12,500	9.4	44,675	4.5	26,375	7.3
Nancy Gilbert	0	0.0	0	0.0	0	0.0	740	0.2
Baker Management	7,005	1.9	5,700	4.3	20,715	2.1	9,450	2.6
Tim Harrison	0	0.0	12,500	9.4	0	0.0	12,500	3.5
Other consultants	6,042	1.6	11,568	8.7	13,992	1.4	11,825	3.3
Depreciation expense	475	0.1	400	0.3	1,426	0.1	400	0.1
Directors' fees	11,664	3.1	0	0.0	11,664	1.2	0	0.0
Insurance:								
Directors' and officers	0	0.0	0	0.0	4,800	0.5	4,800	1.3
Property	(196)	(0.1)	0	0.0	310	0.0	1,782	0.5
Legal fees	5,902	1.6	19,959	14.9	15,588	1.6	129,608	35.9
Meeting expense	3,600	1.0	2,458	1.8	13,112	1.3	13,794	3.8
Membership dues	0	0.0	1,852	1.4	500	0.1	2,817	0.8
Miscellaneous expense	0	0.0	129	0.1	25	0.0	165	0.0
Office expense	0	0.0	0	0.0	0	0.0	8	0.0
Office supplies	182	0.0	404	0.3	737	0.1	690	0.2
Parking & mileage	744	0.2	376	0.3	2,652 Bd mbrs meetings	0.3	505	0.1
Postage & delivery	201	0.1	277	0.2	1,345	0.1	332	0.1
Printing, web design & maintenance	72	0.0	1,113	0.8	1,431	0.1	1,158	0.3
Professional development	1,689	0.4	650	0.5	1,736	0.2	2,447	0.7
Property taxes	53,067	14.0	1,052	0.8	53,067 Green acres	5.4	2,111	0.6
Publications & subscriptions	30	0.0	0	0.0	30	0.0	0	0.0
Rent expense	5,527	1.5	1,870	1.4	14,596	1.5	3,740	1.0
Telephone & internet	625	0.2	740	0.6	2,223	0.2	2,176	0.6
TOTAL ADMINISTRATIVE EXPENSES	$ 155,375	41.1	$ 126,200	94.4	$ 347,527	35.1	$ 355,033	98.4

See Accountants' Compilation Report

Robina Foundation
SUPPLEMENTARY INFORMATION
SCHEDULES OF ADMINISTRATIVE EXPENSES WITH BUDGETS
(Excise Tax Basis)
Nine Months Ended September 30, 2008

	Current Quarter This Year		Year-To-Date This Year			Annual
	Actual	Budget	Actual	Budget	Variance	Budget
ADMINISTRATIVE EXPENSES:						
Accounting & audit fees	$ 1,345	$ 3,750	$ 11,665	$ 11,250	$ (415)	$ 15,000
Bank charges	(1)	125	(18)	375	393	500
Contract services:						
Gordon Aamoth	43,752	43,750	131,256	131,250	(6)	175,000
Jean Sazevich	13,650	14,124	44,675	41,828	(2,847)	55,951
Nancy Gilbert	0	0	0	0	0	0
Baker Management	7,005	6,855	20,715	20,565	(150)	27,420
Other consultants	6,042	2,500	13,992	7,500	(6,492)	10,000
Depreciation expense	475	476	1,426	1,427	1	1,902
Directors' fees	11,664	0	11,664	0	(11,664)	40,000
Insurance:						
Directors' and officers	0	1,250	4,800	3,750	(1,050)	5,000
Property	(196)	0	310	0	(310)	0
Legal fees	5,902	7,500	15,588	22,500	6,912	30,000
Meeting expense	3,600	5,000	13,112	15,000	1,888	20,000
Membership dues	0	125	500	375	(125)	500
Miscellaneous expense	0	250	25	750	725	1,000
Office expense	0	125	0	375	375	500
Office supplies	182	250	737	750	13	1,000
Parking & mileage	744	375	2,652	1,125	(1,527)	1,500
Postage & delivery	201	125	1,345	375	(970)	500
Printing, web design & maintenance	72	250	1,431	750	(681)	1,000
Professional development	1,689	1,250	1,736	3,750	2,014	5,000
Property taxes	53,067	0	53,067	0	(53,067)	0
Publications & subscriptions	30	125	30	375	345	500
Rent expense	5,527	4,500	14,596	13,500	(1,096)	18,000
Telephone & internet	625	900	2,223	2,700	477	3,600
TOTAL ADMINISTRATIVE EXPENSES	$ 155,375	$ 93,605	$ 347,527	$ 280,270	$ (67,257)	$ 413,873

See Accountants' Compilation Report