



[Robina Foundation](#)

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ROBINA FOUNDATION
Board Meeting

Conference Call

May 20, 2008

You are invited to attend the dedication of Robina Wildlife Management Area

Friday, May 16, 2008

11:30 AM – Welcome and remarks (by Mark Holsten, MNDNR Commissioner;
Gordon Aamoth, Executive Director, Robina Foundation; and other special guests).
12:00 Noon -1:00 PM – Lunch and guided site tours.
1:00 PM – Head for home before rush hour, or stay to explore the site on your own.

Canoes/kayaks available on Robina Lake from 10:00 A.M. to 2:00 P.M.
Guided site tours by renowned ecologists/naturalists. Music.
Dedication to take place rain or shine. Please dress accordingly - trails may be muddy.

Please RSVP by May 9, 2008 so that lunches may be ordered.

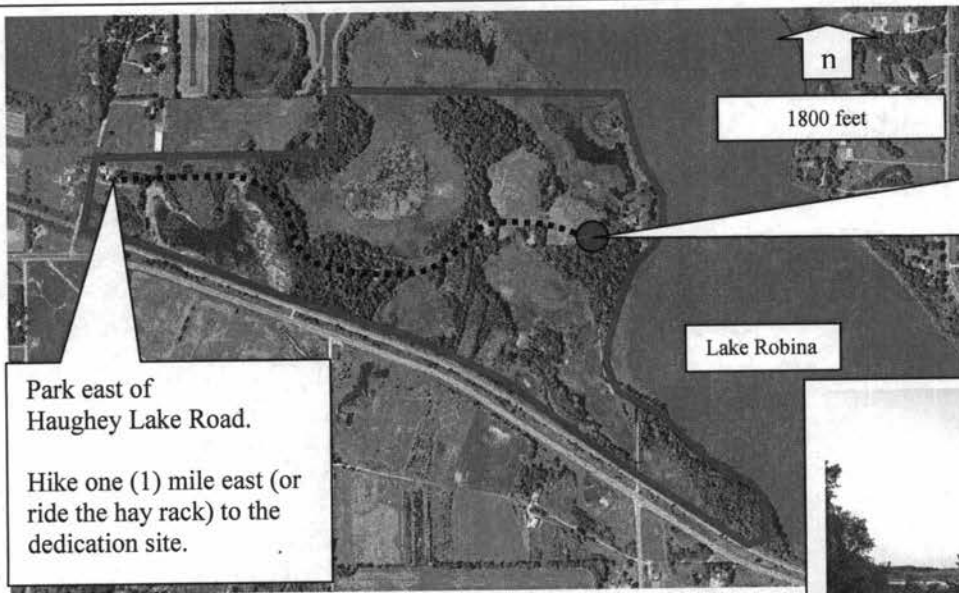
Rosa Garner

Phone: 651-259-5756

Fax: 651-772-7977

Rosa.Garner@dnr.state.mn.us

Handwritten signature

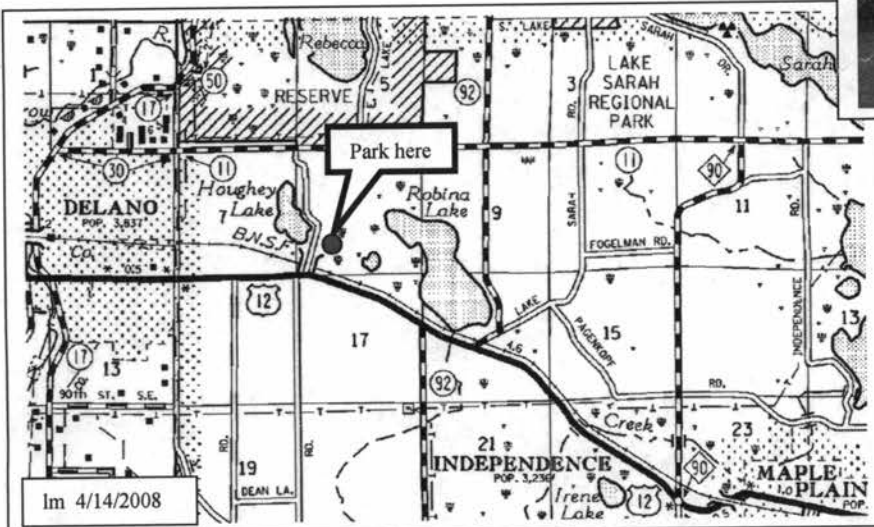


Park east of
Haughey Lake Road.

Hike one (1) mile east (or
ride the hay rack) to the
dedication site.

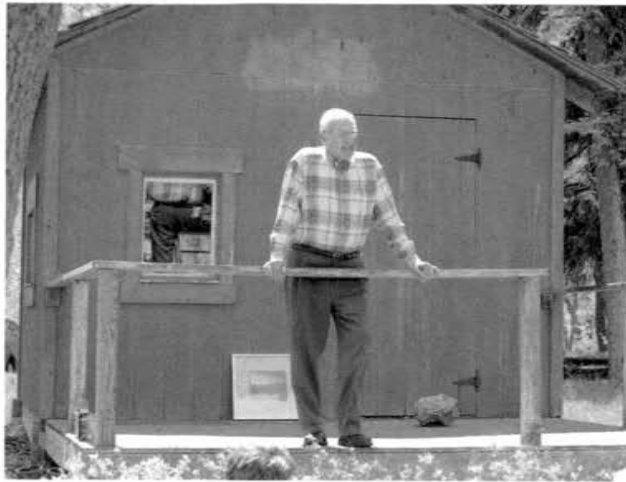
Dedication site
(at the cabin)
GPS coordinates
45° 2'10.61"N
93°43'44.41"W

Photo by Brian Ekart



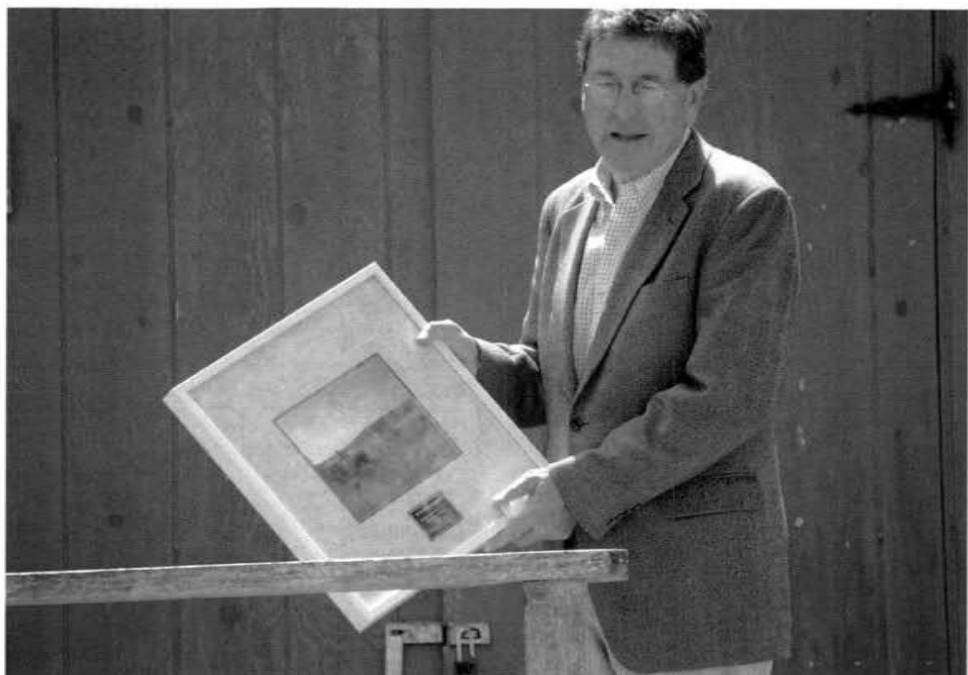
Driving Directions:
Take Highway 12 to
Haughey Lake Road, then
travel north 800 feet to
parking area on right (east
side).

GPS coordinates
45° 2'15.97"N
93°44'42.70"W



for
Archiving
file
May 16, 2008







Robina Foundation Board of Directors Meeting

Conference Call

May 20, 2008

9 a.m. to 11 a.m. (Central Daylight Savings Time)

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.	Disclosure – Aamoth	
9:10 a.m.	Minutes of January 2008 Board Meeting – Schroeder - Action Item	1
9:20 a.m.	President's Report – Aamoth A. February/March Interim Report and Current Report B. Robina property gift to MN DNR C. Human Rights Retreat – Winter 2009 D. Ed Spencer resignation and nominations for new Board Member E. D&O and Property insurance	2
9:40 a.m.	Committee Reports A. Finance Report – Spencer B. Grants Program – Schroeder C. Audit - Karoff D. Legal Update – Crosby	3 3 4
10:50 a.m.	Future Board Meetings – Aamoth	
10:55 a.m.	Other Business A. Jane Mauer Letters B. Minnesota Council on Foundations	5
10:57 a.m.	Adjournment	

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**Robina Foundation
Meeting Minutes
January 28-29, 2008**

Draft

A meeting of the Board of Directors of the Robina Foundation, a Minnesota nonprofit corporation, was held on January 28-29, 2008 in New York, New York at the offices of the Council on Foreign Relations.

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.

Call to Order

Gordon Aamoth, President, called the meeting to order and welcomed board members.

Minutes

The minutes of the November 27, 2007 board meeting were reviewed by the Board. There was one correction. Tom Crosby requested that language describing the nature of potential fellowships to be developed by Yale Law School be changed from "long-term" to "supplemental." The minutes were amended to reflect this change.

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

Conflict of Interest Policy and Disclosures

Board members were asked to disclose any conflicts of interest that may exist with regard to Foundation business. There were no disclosures by board members of situations that would pose a conflict of interest with their service on the board.

President's Report

Gordon Aamoth reported on some of the recent activities he has undertaken as Executive Director. These activities are summarized in written reports included in the board materials. He will continue to provide written updates to the board on a bi-monthly basis.

- Gordon informed the board that he has asked Robina board member, Peter Karoff, to play a leadership role in the development of a possible human rights initiative between Robina and the Yale Law School. He is happy to report that Peter has accepted this role.

- Gordon stated that he has asked foundation consultant, Jean Sazevich, to play a more significant role in the management of grantee relationships going forward. He believes this function is well aligned with Jean's experience and skill set. Jean noted that she sees the overall management of grantee relationships as a partnership between herself and Gordon in his primary role of Executive Director. She stated that she believes she can add value by facilitating clear and helpful communication between the board and the grantee organizations, in addition to her other roles with Robina.
- The donation of the Robina Lake property to the Minnesota Department of Natural Resources (DNR) was completed in December. Tom Crosby explained that prior to the completion of the transaction with the DNR, the Foundation entered into a 30 year lease with Tim Harrison, Jim Binger's great-nephew, on a parcel of the property that Tim has been using for a landscaping/tree farming business. The lease was necessary because Tim Harrison was not able to purchase the parcel and the State could not directly negotiate a deal with Tim for his retained use of the land. The lease was signed just prior to the transfer of the land and the State of Minnesota has assumed the lease. Tim Harrison will pay rent directly to the State of Minnesota and the Foundation is no longer paying Harrison for maintenance of the Robina property.

It was further noted that the transfer agreement with the State included a reversionary clause that requires the State to return the property to the Foundation if it is not able to be conserved as intended. This would only be required if Robina was still in existence at that time.

Copies of a gift acknowledgement letter from the MN DNR to the Foundation were distributed.

Tom explained that the Foundation will be receiving a bill for prior year property taxes on the Robina land due to the loss of "Green Acre" status. The change in status occurred when the estate transferred the property to the Foundation. Therefore, the Foundation will request that the taxes owed be paid directly from the estate by JP Morgan.

A formal dedication ceremony of the land will be held by the DNR on May 16, 2008 which is also the birthday of founder/donor Jim Binger. The Foundation will be involved in planning for the event and inviting guests.

Finance Committee

Ed Spencer, Treasurer, provided an update on funds currently held in the estate. He noted that JP Morgan failed to provide a quarterly report on the actual amounts in the trust. He believes this is, in part, due to recent staff turnover there. Ed estimates the total additional assets that should eventually be transferred from the trust to Robina at roughly \$87 million, plus or minus the amount resulting from the tax settlement with the IRS. On the upside, it is estimated that the Foundation could possibly gain another \$15 million from the settlement.

Ed strongly recommends that the Foundation set up a meeting with JP Morgan soon to talk about the IRS audit and other matters. It will be important to communicate, in person, the Foundation's desire to not prolong the audit.

The Foundation currently has roughly \$36.6 million in assets in hand. US Bank manages \$28 million of the total and the remaining amount, roughly \$8.6 million, is invested through TIFF. US Bank has been instructed to hold \$10 million per year in highly liquid assets (to fund annual grantmaking) and to slowly begin moving the rest into higher yielding, less liquid fixed income vehicles.

There was some additional discussion of the complexities of the IRS audit of the estate and JP Morgan's conservative stance with regard to transferring additional assets to the Foundation. It is JP Morgan's position that they need to retain the assets to help cover any additional IRS payments that may be charged to the estate.

The board requested that investment fees paid by the Foundation be monitored closely and be reported to the board on a regular basis. Tom Crosby noted that these fees are often negotiable and that the Foundation may want to pursue this if appropriate.

Jean Szevich asked the board to review the Foundation's draft 2008 Operating Budget, which was included in the board book. She noted that the total estimated expenses of \$427,471 are down from the prior year actual due to a number of factors, most significantly lower legal fees and one time start up expenses that were incurred last year. There were no questions about the draft budget.

Jean noted that the budget will be updated as necessary to reflect any new significant developments or activities to be undertaken at the request of the board, such as additional board education on issues of interest.

After board discussion was completed, the draft budget was approved by consensus of the board members.

The board reviewed the estimated annual administrative expenses as a percentage of the \$8 million grants budget for 2008 and determined that the Foundation is well within the acceptable guideline for administrative expenses. Ed Spencer clarified that the US Bank fixed income accounts should generate enough income to more than cover the administrative expenses of the Foundation on an annual basis. These expenses are not included in the \$8 million set-aside solely for grantmaking purposes.

The board reviewed and accepted the Foundation's preliminary fourth quarter financial reports, prepared by CBIZ. It was noted that the accounting firm does not currently view the assets in the trust as a receivable on the Foundation's financial reports.

The board requested that JP Morgan be asked to submit the trust's 2007 income statement and audit to the Foundation for review. This information is believed to be essential for the board to adequately perform its fiduciary duties.

Council on Foreign Relations – Meeting Notes

The board met with staff members of the Council on Foreign Relations (CFR); led by C. Richard Haas, the Executive Director of CFR. The discussion focused on the Council's grant request to the Robina Foundation for the Council's new International Institutions and Global Governance (IIGG) project; a five year effort budgeted at a total cost of \$10 million.

Highlights of the discussion included the following points:

- CFR believes that, as an independent and non-partisan think-tank, it plays a key role in the generation and marketing of "ideas" that cannot be generated well by government "insiders";
- the IIGG will generate new ideas for the way in which global institutions are governed, which is very timely given that a new U.S. administration will be looking for good ideas;
- CFR recognizes that the ideas and proposals the project generates should be "made in America, but not just for America," in order to reflect U.S. national interest and gain world acceptance;
- CFR is not aware of similar think tanks within or outside of the U.S. taking on a broad project such as the IIGG, though some are very likely looking more specifically at components of the IIGG;
- CFR acknowledges that the scope of the IIGG is vast, and that each of its components could stand alone as a separate project;
- Each component of the IIGG will stand alone to some degree; with different recommendations being marketed to different constituencies;
- CFR noted that some of its past efforts were less than successful when too many recommendations were "bundled" and marketed together as "all or nothing;"
- The workflow design and implementation of the IIGG will be directed by Gary Samore with "timeliness" influencing which component(s) of the IIGG will be undertaken at which times;
- A wide variety of CFR staff and consultants will be used in the effort, though the overall project it will be led by Stewart Patrick;
- Without a high level of designated budget support for IIGG (e.g. grant from Robina), the project would not be undertaken at the scale proposed, though certain components would still be carried out over time;
- There are some issues, such as the UN Security Council membership, that will not be addressed by the IIGG due to impracticality;
- Other issues, such as the role and accountability of international non-governmental organizations, is of interest to and will likely be studied as part of the IIGG;
- CFR plans to measure the success of the IIGG by using both quantitative and qualitative measures, including the number of "outputs" generated through the project; the number of hits on the separate IIGG website; and the citing of IIGG research and recommendations by various policy/public officials;
- CFR stated that while it does not engage in direct lobbying; it works strategically through a wide variety of individuals and networks to promote its recommendations.

The board members thanked the staff of CFR for their time and the information they shared.

Grants Committee

Steve Schroeder led board members in a discussion of the status of three of the four institutional partners of the Robina Foundation.

Council on Foreign Relations (CFR)

The board discussed CFR's pending request for IIGG project and the additional information about the request provided by CFR staff. **After much discussion, the board agreed to award CFR a three year grant totaling \$6 million in support of the International Institutions and Global Governance project. The grant will commence in 2008 and conclude in 2010. The grant payments will be scheduled in three equal installments of \$2 million.**

Consideration of an additional grant of up to \$4 million over the final two years of the project is contingent on 1) the project making adequate progress against measurable benchmarks, and 2) receipt of additional assets by the Foundation.

The board determined that it would like CFR to 1) develop benchmarks for measuring the project's annual progress; 2) consider strategies for working with organizations that actively advocate in order to further the policy recommendations developed as part of the project; and 3) clarify the ways the project will address the role of non-state actors in key issues related to global governance. These items will be communicated in the grant award letter. A draft of the letter will be sent to board members for review and comment.

University of Minnesota Law School

Tom Crosby and Jean Sazevich informed the board that they had recently met with David Wippman, the newly named Dean of the University of Minnesota Law School and Tom Sullivan, University of Minnesota Provost. The new Dean will officially start in July.

In the meeting, Dean Wippman stated his support of the key goals and strategies outlined in the previous proposal the law school submitted to the Foundation. Specifically, he endorses the idea of creating a distinct focus for the University of Minnesota Law School, possibly in the area of international human rights which is his area of expertise.

The board instructed Gordon Aamoth, who will be meeting with the Dean Wippman in February, to ask that a revised proposal be submitted to the Foundation when the Dean is ready to do so. The request should not exceed a total of \$6 million over a three year period. Gordon should also convey that the board is most interested in supporting the key strategies for the creation of a distinct focus area for the law school, such as securing high level professors and related activities.

The board would like to meet with Dean Wippman when it meets in Minnesota next August. It is likely that there will be no decision on a request prior to the August 2008 board meeting.

Abbott Northwestern Hospital (ANW)

The board discussed the findings of three external reviews of the Abbott Northwestern request that were completed by independent consultants with expertise in the field of health care delivery. Each of the reviewers raised major concerns about the project proposed by ANW. There was significant consistency among the major issues raised by each reviewer.

After significant discussion, the board determined the issues that were of greatest concern to them regarding the ANW proposal:

Major

- Unclear rationale for why this project resides in the Institute for Health and Healing (IHH) and concern that IHH is too central to the implementation of the model proposed;
- Concern about the qualifications and "fit" of current Principal Investigators (PIs) given their lack of direct experience in primary care;
- Inadequate evidence that the primary care physicians who are so critical to the success of this effort have adequate "buy-in" and incentives to participate;
- Weak analysis of how this project relates to and can build upon significant existing research and models that promote similar outcomes; and
- Absence of a clear strategy for long-term sustainability, especially as it relates to involvement and support of the payer community.

Minor

- Role of Healing Guides needs further clarification;
- Funds budgeted for infrastructure seem excessive; especially costs related to build out of Excellian; and
- Question the need for and value of patient incentives.

These issues will be conveyed in a letter to ANW with a request that they review and respond if they would like the Foundation to continue its consideration of the proposed project. The letter should also convey that ANW has the option of withdrawing the pending request and submitting a new request for a different project at a later date.

It was agreed that the full content of the external reviews should be shared with ANW if the reviewers give their approval. Jean will check with reviewers on this matter. It is possible that ANW may want to consult with one or more of the reviewers in further revisions of the project. However, the Foundation will not instruct them to take this step. It was noted that ANW does have some planning grant funds remaining from an earlier Robina grant that could be used to help cover costs of external consultation if they desire.

It was suggested that Gordon should meet with representatives of ANW soon to discuss the letter and to convey the Foundation's intent to work with them in a positive, cooperative manner.

Human Rights Initiative

Peter Karoff asked the board to consider what, if anything, the Foundation may want to undertake in the area of human rights at this time. He noted that the board could consider one or more of the following options: 1) hiring an outside consultant to facilitate additional learning about the issue; 2) convene the four grantee institutions to discuss their interest in working collaboratively on a human rights initiative; 3) "go with the flow" and let something "organic" occur between Yale Law School and the University of Minnesota Law School, and 4) start slowly with the Yale Law School proposal and "get our feet wet."

There was agreement that there is little interest among the four institutions in working collaboratively at this time and that convening of the four should be deferred.

The board discussed the possibility of asking Yale Law School if it would be interested in helping to educate the Foundation, via a briefing paper, about the broader issues in the area of human rights. If it is of interest to Yale, this project would be separate from the grant request they would be invited to submit to the Foundation. This idea will be proposed in the letter inviting a request from the Yale Law School.

Yale University – Meeting Notes

The board was joined by representatives of Yale University including Richard Levin; President; Inge Reichenbach, Vice President of Development; and James Bundy, Dean of the Yale Drama School. Rocco Landesman, President of Jujamcyn Theaters also joined the meeting as a guest of the board. Mr. Landesman was a friend and business associate of Robina's founder James Binger and has expertise in the area of theater production.

The discussion focused on Yale's grant request to the Robina Foundation for the Yale Center for New Theater; a total request of \$2.2 million over a period of three years.

Highlights of the discussion included the following points:

- Richard Levin stated that Jim Binger contemplated a gift to the Yale School of Drama while he was still alive.
- As part of a larger building initiative on campus, Yale plans to build a new Theater building within one block of the existing theater.
- Because of its unique position and resources, Yale feels an obligation to take greater risks in the theater by commissioning plays from playwrights at the beginning of their career and offering them support all the way through production of their works.
- Yale feels it is essential to allow their work with playwrights to be highly responsive to the needs of individual playwrights, rather than a cookie cutter approach to providing resources and assistance.
- The proposed \$20,000 commissioning fee for playwrights is an attempt to set a new floor for playwrights who are notoriously underpaid. However, this amount may be revised upwards in the future depending on results.

- In order to encourage regional theaters to produce the new plays commissioned by Yale, the School of Drama will hold a two-week play festival (beginning in year 4 of the project).
- Yale believes that it would be very helpful if it could offer financial assistance to regional theaters to help cover production costs. It feels it could design and implement a program that would do this effectively. (Note: the idea of a production fund was proposed by Robina).
- The project's commitment to the development of new musical theater is very unique and will involve the collaboration of the School of Music at Yale. Additional faculty with strong credentials in musical theater will be hired.
- Yale clarified that the total budget for the project is roughly \$5.7 million over three years, beginning in FY 2009. Additional funds have been secured to cover the costs not included in the proposal to Robina.
- Yale clarified that the wasting endowment funds included in the project budget is to provide an internal stream of funds to subsidize the costs of the program in future years.

In the discussion period, President Levin commented that he would also be supportive of an additional grant to the Yale Law School in support of a human rights initiative.

The board thanked the representatives from Yale for taking the time to meet and for the information they shared. Rocco Landesman was also thanked for attending the meeting and sharing his insight.

Board Meeting (continued) - January 29

Grants Committee (continued)

Yale University – Drama School

The board discussed the proposal from Yale and the information presented about the request. There was general agreement that the proposal was worthy of support and will likely be funded. However, prior to making a funding decision the board would like Yale to provide additional information. Specifically, Yale should submit a revised budget that 1) converts the wasting endowment portion of the request to annual expenditures over the three year start-up time frame of the project; and 2) includes costs of the proposed new "Production Fund" of roughly \$600,000. Additional narrative describing how the Production Fund will be structured and administered should also be submitted. Once these materials are received, the board will complete its review of the proposal and make a final recommendation on the request.

Yale University – School of Law

The board discussed a letter received from Yale Law School's Dean Harold Koh in which he inquires about the possibility of Robina supporting a variety of projects and activities in the area of human rights. It was determined that Dean Koh should be invited to submit a request specifically targeted for support of fellowships and that the request should not exceed \$1 million per year for an initial three year period.

The letter inviting the request should ask the Law School to provide initial thoughts about 1) ways in which the Fellowship Program could aggregate and/or augment the learning of Fellows; and 2) ways in which it could, if interested, assist the Foundation learn more about the broader issues in the field of human rights.

Yale Law School should submit a full proposal whenever it is ready to do so.

Legal Update

Tom Crosby noted that there is no significant progress regarding the IRS audit of the Binger estate. The IRS is likely to file for an extension. He strongly recommends that Robina representatives meet with JP Morgan to stress the Foundation's desire to expedite the process rather than have it drag out which would incur significant legal costs.

Executive Session

The board met in Executive Session to conduct the annual performance review of Executive Director, Gordon Aamoth.

The Investment Fund for Foundations (TIFF) - Report

John Merrill and Dick Flannery of The Investment Fund for Foundations (TIFF) joined the board to report on the performance of the assets TIFF manages for the Foundation. As of 12/31/07, \$8,587,802 of the Foundation's investable assets were managed by TIFF within its Multi Asset Fund (MAF).

Merrill and Flannery provided background on TIFF as a whole and MAF specifically. TIFF collectively manages roughly \$8 billion in assets for 600 institutional clients. TIFF uses a "manager of managers" model for 60% of its portfolio and actively manages the remaining assets directly. \$2.2 billion of total assets are held within TIFF's Multi Asset Fund (MAF).

It was noted that asset allocation within MAF is re-evaluated very often and can be changed on a daily basis if deemed necessary. Overall, the risk profile of MAF is less risk-tolerant than that of Yale. There are currently 19 managers used within the MAF to achieve the desired level of diversity within the fund. A high level of due diligence is employed in the selection and review of managers.

The model policy portfolio/constructed index used by MAF to benchmark its performance is rarely changed. It has only been revised seven times since the fund started.

As of 12/31/07 the Foundation's investment in MAF has achieved a total return of 5.03% since inception of the account in May of 2007. This is higher than the constructed index for the fund which had a total return of 3.81%.

Total fees charged by MAF amount to roughly 1.7%. There are fees charged to add money to the account and to withdraw funds from the account (other than the allowed 5% annual distribution) as well as annual fees charged quarterly.

In response to current market conditions, TIFF expects to assume a more defensive position in equities and will short its real estate holdings. It also expects to increase hedge positions.

The board thanked TIFF representatives for their report.

Future Board Meetings

The board will hold its next meeting on May 20, 2008 via conference call.

Adjournment

There being no other business, the meeting was adjourned.

Respectfully Submitted,

Steven Schroeder, Secretary

Dated _____

DATE: April 7, 2008
TO: Robina Board Members
FROM: Gordon M. Aamoth
SUBJECT: INTERIM REPORT TO BOARD OF DIRECTORS – February/March 2008

Office Administration/Management

The office is well. I have had yearend meetings with Jean Sazevich and Nancy Gilberg and both have agreed to renew their consulting contracts. There will be little change in administration.

On February 4th, Jean and I met with CBIZ, our accountants, for an annual review. We are satisfied with their performance. They will continue to do Robina's accounting and taxes. We will begin interviewing for an audit accountant for 2008.

On May 16th, we will have the "dedication" of our gift of the Lake Robina property to the Minnesota Department of Natural Resources (DNR). There will be remarks, lunch, photo op, and a tour for family and friends of Jim Binger, as well as the press.

On March 20th, I received Ed Spencer's letter of resignation as of our August Board of Director's Meeting. He advised us last year that he would stay until his job as Treasurer and Investment Committee Chair were up to speed and stable, which they are now. Ed singlehandedly has set our spending and investment policies in place for which I am most grateful. His intellect, wisdom, and experience have helped this new Board to a high level. Ed, we thank you!

Grantmaking/External Relations

The CFR received an initial grant of \$2,000,000 of \$6,000,000 over three years, and we received a nice letter of thanks from Richard Haass assuring me that the issue of "activist" and non-state actors would be included in their project. We await the benchmarks for measuring their progress.

The initial Yale University request for \$2.2 million over three years, was generally accepted and returned to Yale for their development of a revised budget to include additional support for "production fund" and a more complete description of how the fund would be structured. The revised budget should also include a change in funding from support of a wasting endowment to additional operational funds in the first three years of the project. We expect an answer before our May Board of Director's Meeting. I received a nice letter from Dean Koh, Yale Law, acknowledging our letter asking them to submit a request for \$1,000,000 per year for three years, to support fellowships for the study of Human Rights.

The University of Minnesota Law School has a new Dean, David Wippman, coming from Cornell Law School at the end of June. Tom, Jean, and I met with him and were impressed with his intellect, demeanor, and his understanding of their proposal as well as our concerns. On March 7th, he replied by

letter which I sent to all of you requesting an immediate \$250,000 grant for retention of "top" professors. He also asked to use the remaining \$53,000 (remaining from their planning grant) to be used to help recruit an outstanding professor to teach the "Work of the Lawyer" course which is part of the Minnesota Model of Legal Education proposal. The Board of Directors unanimously approved this grant. Dean Wippman will meet with the Robina Board of Directors in August at our Annual Meeting to present their revised grant.

On February 28th, Tom Crosby, Jean Sazevich, and I met with leadership of Abbott Northwestern Hospital (Penny Wheeler, MD, Chief Clinical Officer, Jeff Peterson, President of Abbott Northwestern Hospital, Dick Pettingill, President and CEO of Allina Health System, Chris Morrison, Chair of Abbott Northwestern Hospital Foundation, Bob Wieland, MD, Vice President of Medical Affairs of Abbott Northwestern Hospital, and Rich Meyer, President of Abbott Northwestern Hospital Foundation) to bring them up-to-date and for discussion of their grant proposal. We discussed the past history of their grant proposal, the current Robina giving, the external reviews, and questions from the Robina Board of Directors. They responded to a number of specific issues: The reason the proposal was perceived as housed in the Institute for Health and Healing (IHH), the Co-PIs from IHH, costs of the infrastructure especially the build out of the EMR, the "buy-in" of primary care MDs, and the long term sustainability. Finally, ANW is committed to this project. They will seek input from the reviewers and Dr. Wheeler will be the project leader. They have some remaining planning grant funds to use to develop a revised proposal which will be submitted to our August Board of Director's Meeting. In the end, both parties understood the concerns, agreed to go forward and realize this is a process not unusual to significant grantmaking.

Assets/Investments, Expenses

The first quarter financial report from CBIZ will be ready for review at the May Board Meeting. The TIFF investments have not been as volatile as one might expect, although there is a downturn in this market. The USBank holdings are, for the most part, fixed income and liquid assets.

On January 28th, I wrote to Anita Tyson, executor of the Binger Estate at J.P. Morgan, advising of Robina's desire to receive the money not necessary for Estate taxes. I offered to meet with her, but have not received any reply. However, on Thursday, March 27th, I asked Nancy to call her office to set up a meeting in May with both myself and Ed Spencer attending. It has tentatively been set for Tuesday, May 13th at 10:30 a.m. in Chicago. We will ask for an accounting of the Binger assets, the 2007 income statement and audit, and ask again for distribution of assets not tied to the IRS audit. We will also ask to understand the ongoing legal fees.

Other Business

All of you received the courtesy copies of the letters Jane Mauer sent to her contacts at the four institutions to which Robina is grantmaking. No response is necessary nor was given.

Future Board of Director's Meetings

Our Board of Directors will meet by teleconference on May 20, 2008 from 9 to 11 a.m., Central Daylight Savings Time. The Robina Annual Meeting is in Minneapolis on August 26-27, 2008, so please make sure this is on your calendars.

ROBINA FOUNDATION

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

DATE: May 17, 2008
TO: Robina Board Members
FROM: Gordy Aamoth
SUBJECT: **INTERIM REPORT TO BOARD MEMBERS – APRIL - MAY 2008**

Office Administration/Management

The office is doing very well, our team approach is working, and we are more comfortable with each other as we mature in age and assignments.

On May 16th we had the dedication and transfer of the Robina property to the Minnesota Department of Natural Resources (DNR) for use as wildlife preservation. The speakers were Ken Holsten, DNR Commissioner, Noa Staryk, Jim's granddaughter, Wheelock Whitney, Jim's close friend, and me.

On March 20th I received Ed Spencer's letter of resignation as of our August 26th Board Meeting. I forwarded the letter to all of you and it is also in the May 20th Board Book. We will begin the process of electing a new Director, or Directors, at the August Board Meeting. I believe we should consider age, gender, competence in finance, and geographic location.

Grantmaking/External Relations

On February 28th we met with Abbott Northwestern explaining our Board's position after receiving the three outside reviews. It was a difficult, but good meeting. They have started over by appointing a new project team de-emphasizing the IHH. It consists of primary care physicians, a new PI from the Family Practice staff, the head of the Internal Medicine Residency program, the President of the Medical staff, the Chief Medical Officer for Allina, the President of ANW Hospital, and the President of the ANW Foundation. They intend to continue to employ the IHH Chief of Research, the Statistician from Allina and the Public Health Researcher from the University of Minnesota Academic Center. They will have their proposal to us in mid-July for our August Board Meeting.

The Council on Foreign Relations (CFR) received our grant of \$2,000,000 (\$6,000,000/3yr). We asked for benchmarks for measuring their progress. At this point in time, they have hired a PI, Dr. Patrick, who comes on board this summer, and it will be exciting to watch the International Institution and Global Governance (IIGG) program develop.

The University of Minnesota Law School was given \$250,000 to retain key professors and we allowed them to use the remaining \$53,000 from their planning grant to recruit a top professor to teach "Work of a Lawyer" course which is part of their model of Legal Education proposal (refer to Dean Wippman's letter of March 7, 2008 in the Board Book). Dean Wippman officially begins at the Law School in July 2008, and he will have a revised proposal for our August Board Meeting.

The Yale Drama School will be given \$2,250,000 over three years (\$750,000, \$750,000, and \$1,250,000); \$750,000 was awarded on April 7th. We also granted them to use the remaining \$50,000 from their planning grant to support new play commissions (refer to letter from Dean Bundy of March 25th and my letter of April 7th in the Board Book).

Assets/Investments

The 1st Quarter financial statement from CBIZ, our accountants, is in the Board Book. Ed Spencer will give the Investment Committee Report.

We will soon begin the process of hiring an accountant to do the 2008 Audit. As you know our accounting firm cannot do the accounting, taxes, and the audit.

Tom Crosby will present the current status of the J. P. Morgan assets in the Binger Estate under the Legal Update.

Future Board Meetings

Our next Board Meeting is August 26 and 27, 2008 in Minneapolis. The last meeting in 2008 is November 19, 9 a.m. to 11 a.m. CST via a conference call. Our winter meeting needs to be scheduled late January or early February 2009. I would like the format to be that of a Business Meeting and a one day Retreat, with the subject of Human Rights.

Gordon Aamoth

From: Schroeder, Steve [schroeder@medicine.ucsf.edu]
Sent: Thursday, May 01, 2008 9:31 AM
To: Gordon Aamoth
Subject: RE: Robina winter meeting dates

OK . that dates work for me, but I prefer the January ones, because I could then fly to NY. S

From: Gordon Aamoth [mailto:gaamoth@robinafoundation.org]
Sent: Wednesday, April 30, 2008 12:30 PM
To: nosde2@aol.com; pkaroff@TPI.org; Schroeder, Steve; tcrosby@faegre.com
Subject: Robina winter meeting dates

BOD: We will discuss the dates and place of our 2009 winter meeting during the BOD conference call May 20th. I prefer Jan 19-20 or Feb 16-17. Please bring your 2009 calender. Gordon

**Robina Foundation
Request for Proposals
Research Scan on Human Rights
May 20, 2008
*DRAFT FOR DISCUSSION***

Overview

The Robina Foundation, a Minnesota-based private grantmaking foundation, seeks to positively impact critical social issues by encouraging innovation and financially supporting transformative projects of its four primary recipient organizations. These institutions, selected by the Foundation's founder, James H. Binger, are: Abbott Northwestern Hospital, Minneapolis, MN; The Council on Foreign Relations, New York, NY; University of Minnesota Law School, Minneapolis, MN; and Yale University, New Haven, CT.

As a precursor to a possible philanthropic investment, the Foundation is initiating a research scan to gain the perspective of leading thinkers on the state of human rights in the following areas of focus:

- Law
- Medicine
- Foreign Relations

Tasks to be completed and deliverables

- Relevant literature review
- Key informant interviews
- Identification of current major human rights initiatives within each field and those involving more than one field
- Identification of distinct issues, challenges, needs, gaps within each field (preliminary report)
- Identification of over-riding common themes and where and how they might intersect with each other (preliminary report)
- Identification of significant opportunities and strategies that may benefit from philanthropic investment (final report)
- Identification of leading experts who could be helpful to the foundation as it further explores this area.
- Written synthesis of research findings (final report)

Timeframe

- The consultancy is expected to begin no later than August 1, 2008 and be completed no later than November 14, 2008
- Final project outline and budget due August 14
- Preliminary report due October 17
- Final report due November 14
- Board retreat presentation January 2009

Application Process

Please submit the following items to the Foundation no later than June 20, 2008:

- Cover letter with vides a description of how you/your firm would approach the work
- Resume and/or CV and examples of prior work that documents past research experience
- 3 professional references
- Preliminary budget

The Foundation anticipates making a selection on the consultancy for this project no later than July 16, 2008.

Contact Information

For additional information, please contact Gordon Aamoeth, President and Chief Executive Officer, Robina Foundation at 612.333-2313.

**The Robina Foundation
4900 IDS Center
80 South 8th Street
Minneapolis, MN 55402
www.robinafoundation.org**

EDSON W. SPENCER
4900 IDS CENTER, 80 SOUTH EIGHTH STREET, MINNEAPOLIS, MN 55402
TELEPHONE 612/333-3650
FAX 612/333-3719

March 20, 2008

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

Dear Gordy,

Last year when elected to serve another year on your Board, I said I might serve only one year, but would wait and see.

I have decided not to be reelected at the Robina Annual Meeting in August. The reasons are the following:

1. I will be 82 this year and am exiting all boards on which I serve.
2. The job of the Treasurer, until the main part of the Estate is distributed, is largely scorekeeping.
3. You need to get your longer range Treasurer on board soon, so he can familiarize himself with the Foundation and be prepared to handle the rest of the Estate when distributed.

Best regards,



March 31, 2008

Edson W. Spencer
4900 IDS Center
80 South 8th Street
Minneapolis, MN 55402

Dear Ed:

I received your letter of resignation as of August 2008, and I will notify the Board of Directors. I am not surprised, but saddened, as you above all have given so much and established Robina's financial foundation.

I personally, and the other Directors, thank you for your guidance, wisdom, and expertise in starting and establishing the Robina Foundation. We now have a spending policy on which we are developing our investment policy to be part of our operating governance.

The Board of Directors will begin the process of selecting a new Director to replace you, and succeed you as Chair of the Investment Committee and look for your advice.

I hope, because we office together, that I can call upon you for advice and counsel as Robina transforms into grant-making and following through with our mission.

Yours truly,

Gordon M. Aamoth, MD
President

ideas for future proposals. The Founder is interested in having the Corporation fund only those projects that have long-term objectives, that look to the future, that otherwise might not be funded due to the pressing nature of a Named Institution's immediate needs. However, a proposal is not forward-looking solely because it is futuristic or fanciful; the Founder intends to encourage projects funded that are practical and in the long-term promise a significant benefit to the Named Institutions.

(e) Board Member Qualities and Cooperation. The Founder anticipates that the Board will include individuals who are associated with the Named Institutions (either formally or informally at any time), and that the interests of the Named Institutions may at times diverge or even conflict. The Founder intends that the individual members of the Board act as peers cooperating to further the Founder's charitable goals, rather than as advocates for each of the Named Institutions. Accordingly, the Founder intends the members of the Board to be individuals capable of looking beyond the specific needs of the Named Institution with which he or she might be connected so that the directors will cooperate in a manner that will maximize the Corporation's ability to further the Founder's charitable goals. The members of the Board should each evince qualities that the Founder believes will promote the success of the Foundation. These qualities include an inquiring and critical mind, the ability for long-term strategic thought, creativity, open-mindedness, and respect for unconventional ideas and notions of futurism. The Founder does not request or encourage the Board to divide the Corporation's resources equally among the Founder's charitable goals or the Named Institutions. Rather, the Board should consider the merit of each project proposal in light of the Founder's charitable goals, without regard to whether a charitable goal or Named Institution has received a proportionate share of the Corporation's resources. By following this procedure, the Board will ensure that it receives from the Named Institutions the best and most thoughtful proposals. Although the Founder has confidence in the Named Institutions, he believes that the Corporation is likely to have the most impact by funding the most-worthwhile projects gleaned from the best proposals.

(f) Intended Duration of Charitable Activities. The Founder acknowledges that the Corporation is incorporated as a nonprofit corporation of perpetual duration under Minnesota law, and that following the Founder's death, the Board will have sole authority to continue the Corporation's activities, or alternatively to dissolve the Corporation in a manner consistent with applicable federal tax, state and local law. The Founder, however, believes that the Board will be able to satisfy the Corporation's charitable goals within approximately 20 years of the Founder's death. Accordingly, the Founder requests that the Board pursue a charitable program for the Corporation that will continue until roughly the 20th anniversary of the Founder's death, and that the Board consider this intended timeline in formulating a strategy that will maximize the impact of the Corporation's activities in furtherance of the Founder's charitable goals.

Section 4. Change to Mission Statement. The Board of Directors shall have the sole authority to change this Mission Statement in any manner that it determines appropriate pursuant to a change in these Bylaws described below. While the Founder acknowledges that the Board will have the authority to change this Mission Statement, the Founder requests the Board to adhere to the terms of the last Mission Statement approved by the Founder, unless circumstances

significantly change such that compliance with the Mission Statement becomes impossible or impracticable. Nonetheless, the Founder does not anticipate that circumstances will change in a manner that will require any change to the Founder's charitable goals. However, the Founder acknowledges that the policies, goals, practices or activities of any of the Named Institutions could change in a way that the Founder would not approve. If the Board determines that any of the Named Institutions has changed in a manner that the Founder would not approve, the Board should change the Named Institutions to reflect the Founder's charitable goals.

ARTICLE II

Offices

The principal office for the transaction of the business of the Corporation shall be located in Minneapolis, Minnesota, or such other location as may be determined by the Board of Directors. The Corporation may also have an office or offices within or without the State of Minnesota as the Board of Directors may from time to time establish.

ARTICLE III

Membership

The Corporation shall have no members with voting rights.

ARTICLE IV

Board of Directors

Section 1. Powers. Subject to any limitations contained in the Corporation's Articles of Incorporation or these Bylaws, and the limitations of the Minnesota Nonprofit Corporation Act, the activities and affairs of the Corporation shall be conducted and all corporate powers shall be exercised by or under the direction of the Board of Directors. The Board may delegate the management of the activities of the Corporation to any person or persons, or committees however composed, provided that the activities and affairs of the Corporation shall be managed and all corporate powers shall be exercised under the ultimate direction of the Board.

Section 2. Number of Directors. The authorized number of Directors of the Corporation shall be no fewer than three (3) and no more than seven (7), as determined by resolution of the Board.

Section 3. Qualification of Directors. Each Director must be an individual at least 18 years old and no more than age 79 at the time he or she is elected to the Board. A Director need not be a resident of Minnesota. While the Mission Statement contained in Article I of these Bylaws contemplates that the Founder's charitable goals and the interests of certain named charitable organizations will be considered by the Board, there is no requirement that any Director be formally affiliated with any of the charitable organizations specifically identified herein.

Section 4. Election and Term of Office of Directors. The Board of Directors shall elect one or more Directors at the annual meeting of the Board of Directors in any year in which a vacancy in a Directorship occurs. Each Director, including any Director elected to fill a vacancy, shall hold office until the expiration of the term for which elected and until a successor has been elected and qualified. The term of office for a Director shall be three (3) years and there is no limitation on the number of times that an individual may be elected Director; however, in electing Directors, the Board shall consider that the Founder believed Directors would be more productive if they served no more than three terms. The terms of the Directors shall be staggered.

Section 5. Vacancies.

(a) A vacancy or vacancies in the Board shall be deemed to exist (i) in case of the death, resignation, or removal of any Director, or (ii) if the authorized number of Directors is increased. Vacancies on the Board of Directors with respect to a seat held by Director or caused by an increase in the authorized number of Directors shall be filled by the Board of Directors. Each Director so elected to fill a vacancy shall hold office for the remainder of the predecessor's unexpired term and until the election of a successor by the Board.

(b) The Board of Directors, may elect additional Directors in excess of the number of Directors permitted under Section 2 of this Article IV at any time after an amendment of these Bylaws is duly adopted authorizing an increase in the number of Directors.

(c) Any Director may resign effective upon giving written notice to the President, the Secretary, or the Board, unless the notice specifies a later time for the effectiveness of such resignation. If a Director resigns by giving notice specifying that such resignation shall be effective at a future time, a successor may be elected before such time to take office when the resignation becomes effective.

(d) No reduction in the number of Directors shall have the effect of removing any Director prior to the expiration of his or her term of office.

Section 6. Removal of Directors. The Board may remove a Director from office at any time, with or without cause. The Board vote to remove a Director must be by affirmative vote of two-thirds or more of the Directors excluding the Director whose removal is being voted on.

Section 7. Place of Meetings. All meetings of the Directors shall be held at any place within or without the State of Minnesota as designated by the Board. In the absence of such designation, regular meetings shall be held at the principal office of the Corporation.

Section 8. Annual Meeting. The Board of Directors of the Corporation shall hold an annual meeting as determined by resolution. The purpose of the annual meeting is for organization, election of Directors, appointment of officers and the transaction of such other business as may properly be brought before the meeting.

MARSH



MARSH MERCER KROLL
GUY CARPENTER OLIVER WYMAN

**Robina Foundation
Directors & Officers & Entity Liability
and Employment Practices Liability Policy
2008 Renewal Proposal Summary**

Renewal Highlights

The below proposed renewal program is as expiring for the overall scope of coverage; however, the proposal also includes additional subtle coverage enhancements by endorsement with a flat (no change) renewal premium. The policy will remain "Claims Made" meaning coverage applies to claims that are first made during the policy period or extended reporting period. Defense costs remain "inside the limit of liability" meaning those costs will erode the retention and limit of liability.

Aggregate Limit of Liability)

	Expiring Chubb 07-08 Policy	Chubb 08-09 Policy Renewal
Directors & Officers Liability and Entity Liability	\$5,000,000	\$5,000,000
Employment Practices Liability	\$5,000,000	\$5,000,000
Combined Maximum Aggregate Liability (D&O and EPL)	\$5,000,000	\$5,000,000

Retention per Claim

	Expiring Chubb 07-08 Policy	Chubb 08-09 Policy Renewal
Individual Non-Indemnified Liability Coverage (D&O)	None	None
Individual Indemnified Liability Coverage (D&O)	\$10,000	\$10,000
Entity Liability Coverage (D&O)	\$10,000	\$10,000
Employment Practices Liability	\$10,000	\$10,000
Employment Practices Liability – Third Party Liability	\$10,000	\$10,000

Premium Summary

	Expiring Chubb 07-08 Policy	Chubb 08-09 Policy Renewal
Annual Premium	\$4,800	\$4,800
		15.5% commission

Current Residuary Assets on Hand (as of March 31, 2008)Cash and Short Term

	<u>Market</u>	<u>Cost Basis</u>	<u>Unrealized</u>
James H. Binger Revocable Trust	\$ 35,458,494.85	\$ 35,458,494.85	
James H. Binger Revocable Trust - Income Account	6,170,311.80	6,170,311.80	
Estate of James H. Binger	14,992,232.18	14,992,232.18	
Estate of James H. Binger - Income Account	288,979.01	288,979.01	
Total Cash and Short Term:	\$ 56,908,017.84	\$ 56,908,017.84	\$ -

Tartan LLP

	<u>Total Market</u>	<u>% Owned</u>	<u>JHB Trust</u>			
Tartan I LP - Scotch I	29,216,710.28	43.4%	12,680,052.25			
Tartan I LP - Scotch Gard	23,710,047.74	33.3%	7,895,445.90			
Tartan I LP - Post It	32,691,652.71	19.8%	8,472,947.24			
Total:	85,618,410.71	33%	27,048,445.39	\$ 27,048,445.39	\$ 17,851,974.27	\$ 9,196,471.12

(Liquidation Value) (FET discounted basis)

Other Assets:

James H. Binger Revocable Trust

Tomaten Inc.	41,887.00
301 Clifton	420,000.00
MN Community Dev. Bond	100,000.00
Jason McLean Prom. Note	50,000.00
Ventura Capital	9,180,649.00
Eridon	80,000
Loring Pasta Bar	88,578
MyRife Inc.	275,000
Project Apple	-
Raymedica Inc.	535
Total:	10,174,427.00

\$ 10,174,427.00 \$ 10,174,427.00 \$

Estate of James H. Binger

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:**\$ 94,130,890.23 \$ 84,934,419.11 \$ 9,196,471.12**

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

Subj: **Investments**
Date: 5/15/2008 10:54:30 AM Central Daylight Time
From: Nosde2
To: anita.m.tyson@jpmorgan.com

*Handy
For Ed
BK*

Anita,

We discussed my helping with the small miscellaneous investments, some stock and some loans. Before the Estate is distributed, we ought to decide which should be written off and which still have some value.

To help, I'll need a summary of the files: payments received, terms of notes and shares, what actions your staff has already taken, etc.

Regarding the Flag and Tech Cross-Over venture capital funds, and the Pfingsten and Flag private equity funds, we need to know the cash paid out, distributions received, and pending commitments - so we can calculate these requirements in our future cash flows.

I'm also a Partner in the Pfingsten Private Equity fund. Binger's commitment was \$2 million, of which about 50% has been called.

If you want our help, please fill in the blanks for us.

Ed Spencer

Wondering what's for Dinner Tonight? [Get new twists on family favorites at AOL Food.](#)

ROBINA FOUNDATION GRANTS AND GRANT REQUESTS

May 20, 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	
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		
Council on Foreign Relations		Planning Grant 2006	Approved	\$50,000 - 2006	
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/1 st quarter 2009 \$2 million/1 st quarter 2010 - Evaluation benchmarks due late spring/early summer 2008 - Financial and narrative report due annually 3 year final report due 2010 prior to consideration of 2 additional year grant
U of MN Law School		Planning Grants 2005,2006	Approved	\$75,000 – 2005 \$50,000 - 2006	
U of MN Law School	11/15/07 \$500,000 \$2,500,000	Project: New Directions in Legal Education	Deferred 11/07 Revised request to be submitted 7/08		
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
Yale University		Planning Grant	Approved	\$50,000 – 2006	
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	12/07 Letter of Inquiry	Human Rights Fellowships	Full Proposal <i>Invited</i> \$3 million/3 years		
TOTALS			\$9,100,000 grants approved	\$3,350,000 paid through 5/20/08	\$6.1 million committed for future payment

Draft

April 24, 2008

Robina Foundation: Grantee Monitoring and Evaluation

Suggested General Criteria for Monitoring

- Progress against plan and timeline, significant changes to plan
- Have key personnel and other essential resources been secured/retained?
- Broader "buy-in" within institution and/or external constituencies necessary for success
- Actual income/expenditures against budget and significant changes to budget
- Any notable "leverage" of Robina grant?
- Development of distinct and measurable benchmarks for evaluation by each grantee
- The benchmarks developed should be meaningful and useful to the organization and agreed upon by key staff and organizational leadership
- For purposes of the Robina grant, the evaluation benchmarks should seek to define:
 - What will be "transformed" within the organization as a result of the project?
 - What will be the transformative effect of the project in the field/larger community?
 - *Does Robina board need to discuss the term "transformative?"*
- What is the process the organization will use to monitor its progress and make necessary changes in project direction and/or strategy?
- Sustainability of project after Robina grant concludes, if applicable

Yale Drama – Issues/Observations

- Hiring of all personnel needed to implement project, especially in the area of new musical development component as proposed
- Ability to attract playwrights at level of compensation budgeted. Does level of compensation help establish a new "floor" for commissions in the field as they intend?
- Broader buy-in of regional theater community and level of interest in producing plays coming out of Yale. Actual number of productions outside of Yale.
- Ongoing progress towards development of play festival and the new Production Development Fund to be supported by Robina in year three of the grant.
- Was the Production Fund a key factor in the ability of regional theaters to produce the new plays coming out of Yale? How will they know?

Council on Foreign Relations – Issues/Observations

- Management of the vast scope of the project, especially as it relates to CFR's ability to clearly articulate distinct recommendations and act in a timely manner to seize opportunities for policy change (they noted that bundling too many recommendations together in the past had hurt their effectiveness).
- The degree to which policy recommendations reflect/incorporate the views and preferences of non-US interests in order to increase viability in the international arena
- Degree to which the project examines the role of non-state actors and develops strategies that are widely accepted
- Effectiveness of marketing plan to promote CFR recommendations to existing constituencies
- Demonstration by CFR that they have broadened their outreach to include activist groups that could help promote policy recommendations

Meeting Notes with ANW

Date of Meeting: February 28, 2008

Attending:

Robina: Gordon Aamoth, Tom Crosby, Jean Sazevich

ANW: Penny Wheeler, Dick Pettingal, Christine Morrison, Rich Meyer, Bob Weiland, Jeff Peterson.

Key Discussion Points:

- History of the proposed project was briefly reviewed with comments about how Jim Binger supported a large-scale transformational initiative such as that proposed.
- Legal history and current financial situation of foundation was reviewed to point out why the review process has been lengthy and why the amount of the original request had to be scaled back.
- Decision to conduct an external review of most recent request was discussed to point out that 1) it was not unique to ANW; 2) the process for completion of reviews was not yet determined when the board met with ANW in August of 2007; and 3) the Foundation's goal of using external reviewers both for internal learning and the provision of technical assistance to applicant organizations.
- Gordon noted that once the comments of the reviewers were received, the board was obligated to investigate them further. He also noted the sophistication of the board members regarding proposal review, specifically the professional experience of both Steve Schroeder and Peter Karoff.
- NW noted that the external reviews were in fact very helpful to them and they were able to see where the proposal lacked necessary clarity and/or areas for improvement in the project.
- ANW responded to a number of specific issues raised by reviewers:
 - Central role of IHH – ANW stated that while the project is housed in IHH, it does not play a central role in the administration of the project; rather it is a component/supportive piece. The central focus for the project is what happens at the participating primary care clinics.
 - Principal Investigators – ANW stated that although the PI's for the project are housed within IHH, they do not run the program, rather it is planned that Penny Wheeler will be in charge of overseeing the program to ensure a primary care focus.
 - Costs of Infrastructure – ANW explained that the costs of the Excellian build out in the budget is necessary due to the need for new security fire walls and other features to be added to the software prior to its use by independent primary care clinics.
 - Costs, continued - The Foundation stressed that ANW needs to better explain why the cost of Excellian build out (as well as other infrastructure/overhead costs) should be included in the Robina budget as opposed to a larger Allina or ANW budget if indeed these are costs that would be incurred regardless of whether the Robina project goes forward. (i.e. wouldn't ANW/Allina build the fire wall for the software anyway and pay for it with other sources?).
 - ANW stressed that they do have the commitment of primary care physicians to take part in the project and that the physicians feel their work would be greatly enhanced by the healing guides budgeted in the project.

Agreements/Next Steps:

- ANW remains committed to this project and will refine it to better address the issues raised by the Foundation.
- It appears that ANW will seek the input of one or more of the external reviewers (especially Wagner) to assist them in the revision of the project.
- ANW may use remaining planning grant funds provided by Robina to help cover the costs of further project revisions.
- If ANW uses an external reviewer previously used by the Foundation as a consultant to the project, the Foundation will not use that same person for future reviews of the revised proposal.
- It is unlikely that the revised proposal will again be sent out for external reviews, but the Foundation cannot guarantee that since its process is still being developed.
- ANW will resubmit the proposal July 1 in anticipation of the Foundation board review at its August board meeting.

Note to File:

Meeting with Penny Wheeler, MD on April 23, 2008

I asked for update for our Board of Directors May Meeting:

- They have established a new steering committee and a new PI = Richard Adair, MD. Members are Jeff Peterson, Mark Migliori, MD, Terry Rosbough, MD, and Penny Wheeler, MD.
Rosbough
- They are inviting Ed Wagner, one of the reviewers to come for a visit.
- Project will be out of IHH but will engage Dr. Dusek, ^{RKD}~~MD~~ Researcher at IHH, Statistician from Allina, and Dr. Christianson, PHD from UofM to be involved.
- They will plan a formal proposal by July for BOD August meeting.

Curriculum Vitae

Richard Adair, MD

Birth date: Nov 24, 1942, San Diego, CA.

Social Security number: 475-46-7824

Address: Abbott Northwestern Hospital #11135, 800 E 28th St, Minneapolis, MN 55407

Medical license: Minnesota #21,889

Education

B.A. Harvard College, 1964 magna cum laude

M.D. Harvard Medical School 1968

Internship: Case Western Reserve University Hospitals, 1968-1969

Residency: Case Western Reserve University Hospitals, 1969-1971

Fellowship: Cardiology, Case Western Reserve University Hospitals, 1971-1972

Military Service: Major, M.C., U.S. Army 1972-1974

Board Certification: American Board of Internal Medicine, 1972 (recertified, 1980)

Specialty Society: Fellow, American College of Physicians, 1981

Academic Appointments

Case Western Reserve University: Teaching Fellow 1971-1972

University of Missouri at Kansas City: Attending Physician, 1972-1974

University of Minnesota: Clinical Instructor of Medicine, 1975-1977

University of Minnesota: Clinical Assistant Professor of Medicine, 1977-1981

University of Minnesota: Clinical Associate Professor of Medicine, 1981-1994

University of Minnesota: Clinical Professor of Medicine, 1995-present

Practice Experience

Full time primary care and consulting internal medicine, 1972-1997

Teaching Experience

University of Missouri at Kansas City: Attending physician, 1972-1974

Hennepin County Medical Center: Attending Physician, 1975-1981

Abbott Northwestern Hospital: Attending Physician, 1981-1997

Abbott Northwestern Hospital Internal Medicine Residency Program: full time faculty, 1997-present

Publications

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Adair RF, Kasahara M. Serum cortisol response to acute myocardial infarction in the aged. *J Am Ger Soc* 1980;28:472-474.

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Adair R. Urban medicine: beyond the stereotype. *Minnesota Med* 1998;81:6.

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American College of Physicians, Minnesota Chapter, Minneapolis:

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- 10/02 Hanzel K, Adair R. Residents planning a non-primary care career were less compliant with JNC VI hypertension treatment guidelines, but improved more with teaching.
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- 11/06 Core curriculum lecture "Why do we Continue to Prescribe Expensive Drugs?"
- 11/07 Lall V, Adair R. Primary care physicians and hospitalists disagree on who is responsible for lowering prescription drug costs.

COUNCIL ON FOREIGN RELATIONS

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February 28, 2008

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President Emeritus

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

Dear Gordon:

Thank you for the wonderful news and the most generous grant from the Robina Foundation. Your support will allow us to move quickly to launch the Council's new International Institutions and Global Governance Program.

Suzanne Helm and Jean Sazevich have been in touch, and it is my understanding that your funds have been received. Again, thank you. Development of the benchmarking document you have requested for measuring the program's success will take some time. I would like to first bring our principal investigator, Stewart Patrick, on staff, and once the program is under way, convene an internal team to develop an initial proposal for these benchmarks. We will stay in touch, of course, as the project progresses.

I can also assure you that we will keep in mind the two other points the Foundation asked us to consider regarding our strategies for working with activist organizations and non-state actors on this project. We fully accept the terms of the grant as you indicate in the award letter.

We trust that this is just the beginning of a long-term partnership with the Robina Foundation. We at the Council on Foreign Relations are pleased to be part of Jim Binger's legacy in this way.

Sincerely,

*Gordon: we are truly
excited about what this will
enable us to do. Thank you*

Council Establishes Program on Global Institutions

CFR has been awarded a three-year, \$6 million grant from the Robina Foundation, one of the largest operating grants ever received in Council history. This award will support a new five-year program on International Institutions and Global Governance (IIGG), which will address a defining challenge of the twenty-first century: the lack of effective regional and global institutions to manage the economic, security, environmental, and human challenges that characterize the post-Cold War, post-9/11 globalized world. The program will offer concrete recommendations for U.S. policymakers and will involve constituencies in the United States and abroad, including governments, nongovernmental organizations, and the private sector.

The Robina Foundation of Minneapolis, Minnesota, was established in 2004 as the primary beneficiary of the estate of prominent business and community leader **James H. Binger**, a longtime Council member. The Council is one of only four organizations able to receive grants from this foundation. A former Honeywell CEO, Binger led the company through its expansion into the defense, aerospace, and computer industries.

"The establishment of the International Institutions and Global Governance program is an important step in the Council's history that would not have been possible without the extraordinary generosity of James Binger," said Council President **Richard N. Haass**. "His choice to make the Council a part of his legacy is a bold example of the magnitude of what individuals can do to help the Council fulfill its mission to contribute to the foreign policy debate."

The IIGG Program is led by **Stewart M. Patrick**, who joined the Council as senior fellow on April 30. Most recently, Patrick worked at the Center for Global Development (CGD), where he directed its project on weak states and U.S. national security. Prior to his work with the CGD, he was a member of the policy planning staff at the U.S. Department of State, where he helped formulate U.S. policy on Afghanistan as well as a range of global and transnational challenges. From 2001 to 2002, Patrick was a Council international affairs fellow. He is a graduate of Stanford University, and he earned a master's degree in European history as well as a DPhil and MPhil in international relations from Oxford University, where he was a Rhodes scholar.

COUNCIL ON FOREIGN RELATIONS

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Tel 202 464 2679 Fax 202 986 2984 Email spatrick@cfr.org
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The David Rockefeller Studies Program

Stewart Patrick
Senior Fellow and Director
Program on International Institutions
and Global Governance

July 7, 2008

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

Dear Dr. Aamoth:

I am writing to describe the activities undertaken with the Robina Foundation's initial planning grant to the Council on Foreign Relations, as well as to provide you with a status report on the program on International Institutions and Global Governance, which the Foundation's generous funding has made possible.

As you will recall, the Foundation in January 2007 extended to the Council an initial grant of \$50,000 to define the scope and content of an ambitious new program addressing some important issues outside of the Council's regular research agenda, which was of significant interest to both the Council and the Foundation. After considerable discussion and debate among Council staff, directors and members, we decided to pursue an agenda of policy research and engagement on the multilateral management of global issues. The rationale for this initiative was a broad recognition that the institutional architecture of global governance is inadequate to meet many of the challenges posed by globalization.

This planning grant permitted the Council to hire me as an independent consultant for several months, to take the lead in drafting a proposal for a multi-year program on International Institutions and Global Governance. In this capacity, I worked closely with Vice President and Director of Studies Dr. Gary Samore and his colleagues to define the scope and content of this cross-cutting initiative.

Our activities during this planning period included surveying the landscape of existing academic and think tank work in the field of global governance; engaging established experts in academia, government service, and international agencies on the strengths and weaknesses of current international institutions; and soliciting the ideas of Council Fellows on those issue areas and regions where the challenges of institutional reform are most compelling. Council President Richard Haass himself was deeply engaged in these deliberations and provided extensive comments on successive drafts of the ultimate proposal to the Robina Foundation. The attached financial statement provides a breakdown of the uses of this planning grant.

On January 28, 2008, as you will recall, the Council had an opportunity to make a formal presentation of its grant request to the full Robina Board. We were delighted with your subsequent decision to fund the proposed program on International Institutions and Global Governance, at the level of \$2 million per year for three (and provisionally five) years. I was particularly delighted, since the Council then hired me as a Senior Fellow to direct the initiative.

Since joining the Council full-time on April 30, 2008, I have been busily engaged in hiring staff, determining funding priorities, and planning core programmatic activities for this year and beyond. On the personnel front, we have recently hired a research associate and will shortly be bringing on board a deputy director to provide managerial and administrative support. Beyond supporting core program staff, the Robina Foundation's grant will provide partial salary support for several other Fellows focused on research and policy engagement on issues of global governance.

I envision carrying out a wide range of programmatic activities for fiscal year 2009 (which began for the Council on July 1). These include among other things producing a "scorecard" of current international institutions; launching a dedicated program web page on CFR.org; conducting research and travel on the future of African peace and security institutions; holding a roundtable series on the United States and the future of global governance; and hosting a spring 2009 conference on pressing global governance challenges for the new U.S. administration.

In addition to funding the activities of core program staff, the grant will support work by other Council Fellows on specific global and regional challenges. For the upcoming year, we envision supporting research, travel, meetings, and consultation in several areas, including among others: the future of multilateral security cooperation in Northeast Asia; the role and mission of the NATO alliance on its 60th anniversary; cooperation within the Western Hemisphere on energy security and transnational threats; prospects for a coalition of major emitters to address global climate change; and the future of ocean governance. We look forward to providing you with additional detail on these activities through annual update reports. In addition, we intend to report back to you by August 1st with our initial thoughts on benchmarking our progress.

On behalf of Council President Richard Haass and Director of Studies Gary Samore, I would like once again to thank you and the Robina Foundation for putting their faith in the Council with this generous grant. We look forward to being in regular contact with you and to relying on your participation and advice as we develop this ambitious initiative.

Yours sincerely,

A handwritten signature in black ink that reads "Stewart Patrick". The signature is written in a cursive, slightly slanted style.

Stewart Patrick

COUNCIL ON FOREIGN RELATIONS

Program on International Institutions and Global Governance

Financial Statement

The Robina Foundation
January 1, 2007 - June 30, 2008

Total Grant	\$50,000
Balance as of June 30, 2008	\$0

	<u>Actual Expenses</u> <u>(1.1.07 - 12.30.07)</u>	<u>Actual Expenses</u> <u>(1.1.08-6.30.08)</u>
Stipend	\$10,000	\$15,000
Travel Expenses	0	\$576
Personnel	0	\$24,424
Total Costs	\$10,000	\$40,000

Funds from the planning grant supported Dr. Patrick's research and preparation of the proposal for the multi-year Program on International Institutions and Global Governance and the associated travel expenses. Funds also supported the time of those CFR senior staff members Dr. Stewart worked with to prepare the full proposal, specifically President Richard Haass and Director of Studies Gary Samore.

NOTE TO FILE

Summary of meeting on 2/25/08 with Dean Wippman, University of Minnesota Law School

Attending: David Wippman, Tom Sullivan, Tom Crosby, and Gordon Aamoth

Introduction and brief summary of Law School proposal which the Dean had read and was well briefed. In short, we asked that he review and rewrite to prioritize his thoughts and needs with a new budget. We would like this by August 1, 2008.

In the meantime, if he had immediate needs, such as retention or hiring a "star" professor, to make a request from Robina. A discussion occurred about our funding law professors and we made it clear that our mission was to fund new, innovative ideas and not maintaining the existing Law School. Therefore, we would fund "star" professors but not new hires to teach only as in the proposal. We also liked the new education ideas such as Capstone Courses and "Work of the Lawyer" courses.

In summary, we will look for his revised proposal and funding the initiative in 2008.

4808 Dowling Street
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jms_pc@msn.com

----- Original Message -----

From: Crosby, Thomas M.
To: JEAN SAZEVICH ; Gordon Aamoht
Sent: Tuesday, February 05, 2008 1:39 PM
Subject: RE: University of MN Law School

Good outline. My only comment is that I do not recall in this meeting (or an earlier one where the issue came up) saying positively no to scholarships. I am not interested in endowed funds for scholarships as I do not think Jim was interested in endowments. However, some scholarships on a limited basis, both time and money, to get the program started could be a possibility.

From: JEAN SAZEVICH [mailto:JMS_PC@msn.com]
Sent: Monday, February 04, 2008 4:15 PM
To: Gordon Aamoht
Cc: Crosby, Thomas M.
Subject: University of MN Law School

Hello Gordon and Tom:

Gordon - I've written some notes (rough) from the meeting Tom and I had with Sullivan and Dean Wippman on 1/24. Tom please add/edit as you see fit. Thanks.

- Wippman officially starts in July, but will be here on a regular basis to work on various business items
- He was consulted in the development of the concept that is integral to the proposal to Robina - and actually was a speaker at one of the retreats held by the Law School as part of the Robina planning process (was funded with the first planning grant)
- He has reviewed and endorses the central premise of the proposal to Robina --- namely the "branding" of the Law School in one (or a very limited number) areas -- such as The Law of War - nexus of Human Rights and National Security --- his area of specialty
- He does not see a need for "walking around" support from Robina, but instead would like to proceed with a full proposal
- One of the major challenges he sees is the retention of existing "star" faculty and securing some additional "stars" in the area they choose for the branding effort
- We noted that scholarship support is not of interest to Robina, nor is anything more "core" to the existing curricula or entry level faculty positions
- We explained that the last proposal lacked the clarity and focus of the August discussions held at the Law School, we also explained that the amount requested was not in line with funds available to the Foundation
- We advised him to take his time to develop a new full proposal to Robina - one that reflects his priorities and strategies
- He seemed to indicate that he would like to do this sooner rather than later

At our recent board meeting, the board agreed to the following next steps/guidance:

- You should meet with Wippman as planned in February

- He can submit a new proposal as soon as he is comfortable it is "ready"
- The board is most enthused about supporting the most critical steps of the "branding" effort - funds for the faculty expertise that is critical to success and curricula initiatives within the chosen focus area(s)
- Their new proposal should not exceed a total of \$6 million over a three year period (e.g. \$2 million per year)
- A decision from the board will likely occur in August of 2008 --- with an opportunity to meet with the board here in MN at that time
-

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March 7, 2008

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

Dear Dr. Aamoth,

It was a great pleasure to meet you and to discuss with you and Tom Crosby possible initiatives the University of Minnesota Law School might undertake with Robina Foundation support. Over the next few months, I will be working with Tom Sullivan, Guy Charles, Fred Morrison, and key law school faculty to develop by June a revised proposal for the Foundation's consideration, in keeping with the amounts and timelines we discussed.

We are grateful for the support the Foundation has already provided, and look forward to working with the Foundation to develop and implement a strategy to move the law school into the highest ranks of American legal education.

The proposal originally presented to the Foundation in August 2007 emerged in substantial part from discussions supported by the Foundation's initial planning grant. The proposal outlined a vision for a Minnesota Model of Legal Education. That model seeks to address contemporary challenges to law and society through a distinctive, interdisciplinary, problem-solving approach to teaching and research.

As a public law school, and a constituent unit of a university with a land grant mission, the University of Minnesota Law School has a particular obligation to ensure that its education and research contribute effectively to the solution of pressing, real-world, 21st century problems. The Minnesota Model of Legal Education is therefore intended to develop lawyers with the normative, analytical, empirical, and doctrinal skills necessary to operate effectively as problem solvers in a global economy, and to foster research that sheds new light on complex interconnected policy problems in areas where the law school is best poised to make transformative contributions.

The curriculum reform in the August 2007 proposal responds to the demands of a post-industrial information age by introducing new disciplinary perspectives into the first year, and balancing the traditional emphasis on highly theoretical doctrinal analysis of appellate cases with a more thorough grounding in practice and policy-relevant areas. The third-year capstone courses offer a highly innovative, interdisciplinary approach to addressing major contemporary problems, from prison overcrowding to global warming.

The curriculum reform effort is intended to mesh closely with support for transformative, policy-relevant research, in areas where the law school holds or can assume a national leadership role. As we discussed, such areas might include criminal justice and sentencing reform, international law and human rights, and health and life sciences.

We are convinced that support from Robina, bolstered by matching funds from the University and aggressive new fundraising efforts with private donors, will generate substantial forward momentum and help propel the law school to a new level of excellence over the course of our upcoming capital campaign. However, even as we seek to build new programs and hire new faculty to augment our existing strengths, we face significant and immediate challenges in retaining key faculty who will play important roles in the curricular and research efforts we envision.

A grant of \$250,000 now would permit us to strengthen significantly the retention packages we are in a position to offer faculty being actively courted by other top law schools. It would also, and equally importantly, signal to the law school community the likelihood that substantial additional support from the Foundation can be anticipated in the years immediately ahead. This would be a great help in approaching other prospective donors and recruiting new faculty.

The requested funds would be used to augment the salaries, research accounts, and travel and conference budgets of faculty who pose near-term retention challenges and whose continued service is important to the curricular and research objectives summarized above. Three of our faculty who specialize in international law are presently in lateral hire discussions with other law schools. We are actively engaged in retention discussions with all three, but would like to be able to devote \$100,000 to augment their base salaries and research budgets, and in one case to provide support for an international law research institute, in order to be competitive with outside offers. In addition, one of these faculty members has requested a reallocation of time to move from a 50% law school commitment to a 75% commitment, with a corresponding reallocation of salary and benefit costs to the law school. We would like to devote an additional \$75,000 for this purpose.

Similarly, we are engaged in an ongoing retention effort with one of our leading faculty experts on criminal justice and sentencing reform. As part of a retention package concluded last year, we agreed to additional salary and higher summer research funding, and to seek additional funding for that faculty member's research institute over the course of the next five years. We would like to devote \$75,000 to support this ongoing retention effort.

Robina money applied this year to salaries and benefits would serve as bridge funding that would permit us to make retention adjustments this year while developing ongoing sources of income to pay for the higher salaries and research budgets in future years. If we are unsuccessful in one or more of our current retention efforts, we would like the flexibility to apply some of the funds to related retention and recruitment efforts. For example, we are currently in lateral hire discussions with a prominent intellectual

property and environmental law scholar who would add to our strength in that area and related areas, including health and life sciences.

Finally, you asked at our meeting about the status of funds already provided by the Foundation. The Foundation provided an initial grant of \$75,000, almost all of which was devoted to a very fruitful law school planning process. A full accounting of those funds was provided to the Foundation on December 15, 2006. A second planning grant of \$50,000 has not yet been spent. The total remaining from those two grants is \$53,471.76. We would like to use those funds to support our effort to recruit an outstanding clinical law faculty member who will direct the Work of the Lawyer course. The clinical law professor who will teach this course will need release time in order to prepare the materials and program for the first offering of this course and to participate in early planning for the capstone courses.

I would, of course, be happy to meet with you or your staff at any time to discuss our request and our ongoing efforts to develop a revised proposal for funding in future years. Thank you again for the support you have already provided and the time and attention you have given the law school over the last several years.

Sincerely,

A handwritten signature in cursive script that reads "David Wippman". To the right of the main signature is a smaller, less legible handwritten mark that appears to say "per V.J.".

David Wippman
Dean-Elect
University of Minnesota - Law School

c.c. Tom Crosby

[Show Header](#)[Print](#) [Hide Envelope](#)

From: David Wippman [Add to Address Book](#)
To: Gordon Aamoeth
CC: Fred Morrison, Guy-Uriel E. Charles
Date: Friday, May 09, 2008 1:02:06 PM
Subject: RE: Robina gift

 [Dr. Gordon Aamoeth letter.pdf](#)

Dear Gordon,

Thank you again for Robina's very generous gift to the University of Minnesota Law School. I am attaching a pdf copy of a letter setting out the use we have made of the gift. The hard copy will follow by regular mail. I am also working on a revised proposal to the Foundation in keeping with our discussions earlier this year, and should be able to present it to you in June.

Thanks again for your support.

David

From: Gordon Aamoeth [<mailto:gaamoeth@robinafoundation.org>]
Sent: Thursday, April 24, 2008 3:58 PM
To: dw29@CORNELL.EDU
Subject: Robina gift

David: I would like an update on the use of the \$250,000 gift for BOD at our May 20th meeting. I hope all is well. Gordon Aamoeth, President, Robina Foundation

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May 9, 2008

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

Confidential

Dear Dr. Aamoth,

I again want to thank you and the other Robina directors for your generosity in providing the Law School with \$250,000 for our recent faculty retention efforts. As you know, retention of faculty is one of the greatest challenges that we face. Many of our faculty have recently been the target of "raids" by other law schools. Not surprisingly, these schools are particularly interested in recruiting faculty who are or will likely become key players in shaping the future of the school. At one point in mid-February, ten of our faculty had received offers or expressions of immediate interest from other law schools. While this is a tribute to the quality of our faculty, it also poses a significant challenge.

With the continuing decline in state funding, which now covers only 5% of our expenditures (down from 25% ten years ago), we must find new sources of funding to augment faculty salaries and remain competitive with other top law schools. Your support has helped us to put together a series of retention packages and pay adjustments that make our position more attractive.

The report below on our use of the grant funds is preliminary. The exact adjustments will not be final until the University's contributions to salary increases are completed in June. If you wish, I can update this report at that time.

I would appreciate it if you and the other Robina directors would keep this letter confidential, since it provides retention information about specific faculty members. We will, of course, publicly recognize the importance of the Foundation's contributions to our efforts to maintain and strengthen a faculty of national stature.

In my letter of March 7, 2008, I mentioned that we particularly hoped to use Robina support to retain key faculty who will play important roles in the curriculum reform and research programs we are working to develop, particularly in the areas of

criminal justice and sentencing reform, international law and human rights, and health and life sciences.

With that in mind, we plan to use the funds you have provided as follows:

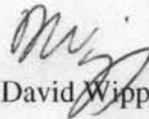
- One of our rising stars, Ruth Okediji, who works on international intellectual property law and related issues, received a very generous offer from Duke University. While we did not match the offer dollar for dollar, we had to come close in order to retain her. Specifically, we provided a substantial salary increase, \$30,000 for research support, \$15,000 for technical assistance relating to research programs she runs, and a reduced teaching load for the next two years. Provost Tom Sullivan provided critical assistance in this retention effort by creating a university chair that will help cover a substantial portion of the recurring costs of the salary increase. Nonetheless, we could not have managed the full retention package without Robina support. We plan to devote \$75,000 of the money you have provided to covering part of the costs of this retention.
- Two other international law faculty, Fionnuala Ni Aolain and Oren Gross were (and still are) the subject of intensive recruitment efforts by Fordham Law School. Fordham recently received several large gifts intended to help the school expand its international law program. Oren is an expert in public international law, terrorism and national security law, and international trade. Fionnuala is an expert on human rights and transitional justice, the legal structures that accompany radical societal transformation such as the end of the apartheid era in South Africa or the transformations taking place in Northern Ireland. For the past five years, she has been teaching at Minnesota half time, spending the rest of her time as a co-director of one of the world's leading transitional justice research institutes, in Belfast, Northern Ireland. She would like to increase her time commitment to Minnesota, while maintaining a reduced obligation to the University of Ulster. Fordham offers the advantages of more direct connection to her base in Northern Ireland, as well as immediate access to United Nations officials in the New York area. To retain her, we are increasing her base appointment from 50% to 75-80% (the precise allocation is still under discussion), providing a substantial raise, and additional research support. We are also providing a raise to Oren. We therefore plan to devote \$75,000 of the funds you are providing to raising Oren and Fionnuala's base salaries and associated fringe benefits, and increasing Fionnuala's appointment here from 50% to 75-80% time.
- Two years ago we were very fortunate to be able to hire Francesco Parisi, a noted Italian scholar of law and economics, who had been teaching both in Italy and in the United States. He is also an accomplished scholar of comparative law and the editor of the Social Science Research Network electronic abstracts. This year Texas tried to recruit him. We were able to retain him, but we have had to promise a salary increase and improved summer support. We plan to support about \$25,000 of that from Robina's gift.

- Finally, as noted in my March 7 letter, we are engaged in an ongoing retention effort with Michael Tonry, one of our leading faculty experts on criminal justice and sentencing reform. As part of a retention package negotiated last year, we agreed to substantial additional salary, summer research funding, and support for Michael's institute. We plan to devote \$50,000 of the Robina grant to support this ongoing retention effort.

Of course, we have had to offer substantial retention packages to a significant number of other faculty, and to make adjustments to the salaries of still more faculty for equity and anticipatory retention reasons. As a result, the law school budget came under considerable strain. Robina's gift helped enormously and we are very grateful for it. While the retention costs will be recurring, Robina's support has given us time to seek additional sources of support to offset these increased costs in future years and to prepare for the next wave of retention challenges, coming next year.

Your generous support to the law school makes me even more confident that I made the right choice when I decided to accept the deanship here.

Sincerely,


David Wippman

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Robert M. A. Johnson

B. Todd Jones

David M. Larson

Lawrence A. Laukka

Nancy E. Lindahl

Walter F. Ling

Robert D. MacDonald, III

David R. Metzen

Charles W. Mooty

Diana E. Murphy

Marilyn Carlson Nelson

Stephen N. Oesterle

Dale R. Olseth

Charles M. Osborne

William Pedersen

Jörg A. Pierach

Robert C. Pohlach

Lois E. Quam

Patricia S. Simmons

Debra A. Sit

E. Thomas Sullivan

James I. Swenson

Kathryn H. Tunheim

George H. Winn

Simon K. W. Wong

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April 25, 2008

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

Dear Gordon:

It is a pleasure to thank you for the Robina Foundation's generous gift of \$250,000 to the University of Minnesota Law School. We are honored to have been selected as a beneficiary of Jim Binger's progressive philanthropy, and to have the continued trust and confidence of your foundation.

This is an exciting time for the Law School, with the arrival of David Wippman as the new dean. Under his leadership, and with the commitment of friends and supporters like the Robina Foundation, the University of Minnesota will distinguish itself even further as one of the top public law schools in the country.

Your support will have significant impact on the shape of our plans and quality of their execution, encouraging us to commit to ambitious goals, embrace innovative strategies, and hold to the highest standards of excellence. Thank you again.

Sincerely,



Gerald B. Fischer
President and CEO

GBF:mdb

Enclosure

c: Guy-Uriel Charles, Interim Co-Dean, Law School
Fred L. Morrison, Interim Co-Dean, Law School
Martha Martin, Director, External Relations, Law School

*Wonderful, impactful
support from the state
of one of our most esteemed
alumni - "Thank you" to
you and your fellow
directors!*

YALE UNIVERSITY

OFFICE OF THE PRESIDENT

105 WALL STREET, PO BOX 208229
NEW HAVEN CT 06520-8229

February 28, 2008

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

Dear Gordon:

Thank you for your recent and warmly encouraging letters regarding the pending proposal for the Yale Center for New Theatre and invitation to submit a new one to support human rights fellowships through Yale Law School. On the subject of the former, please know how grateful my colleagues, Dean Bundy, Inge Reichenbach, and I were to have the opportunity to discuss the proposed initiative with you and the entire Robina Foundation Board when you met in New York City. I understand that Dean Bundy and his staff are revising the budget as requested and are preparing the explanation of the production fund's proposed structure and plan for implementation, which you can expect to see shortly.

Regarding the Foundation's interest in supporting human rights, I know Dean Koh, his colleagues at the Law School, and many others around campus will be very pleased with the invitation. Human rights is a central concern and an area in which we have considerable interest and expertise. The proposal that emerges from discussions within the School and between Yale and the Robina Foundation is sure to be one with the potential for far-reaching impact on the field as a whole.

Yale is privileged to have the Foundation's confidence and grateful for these opportunities to work together to advance our shared aims. I look forward to following the progress on the human rights fellowship initiative and to learning the results of the Foundation's deliberations concerning the Yale Center for New Theatre.

With my best regards,

Sincerely yours



Richard C. Levin

RCL:mg

Yale University

James Bundy
Dean/Artistic Director
Yale School of Drama/
Yale Repertory Theatre
P.O. Box 208244
New Haven, Connecticut 06520-8244

Campus address:
222 York Street
Telephone: 203 432-1505
Fax: 203 432-8337

March 25, 2008

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

Dear Dr. Aamoth:

I was very pleased to receive the copy of your letter to President Levin dated February 15, 2008. I am most grateful to you and the Board for the thoughtful consideration that you have shown us, and for the opportunity to provide the revisions and descriptions you have requested.

Expending the grant funds in three years allows us to enhance programming and to leverage the Robina Foundation's support with other funding sources that can strengthen the Center for New Theater beyond the three-year term of the grant. The revised budget for the Center reflects our intention to spend the resources on every aspect of the program: commissions, workshops, new play production, and the academic components of the project. As I mentioned at our meeting in January, while we are confident of our ability to raise additional funds in the short term, it is vital that we also raise money from other sources to sustain the Center in the long run, and we anticipate that a three-year grant of \$2.25 million will allow us the time to make these programming increments permanently sustainable, if the Robina Foundation grant may be expended on any of the Center for New Theater's programs. Moreover, the ability to apply the \$50,000 planning grant to this project will allow us to support partially several commissions that are already underway at the Center for New Theater.

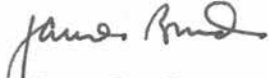
Per your request, the \$800,000 originally proposed as a wasting endowment is now reflected across the whole budget as part of annual project expenditures.

We propose initiating expenditures from the additional \$600,000 production enhancement fund in FY2011, when there are a significant number of commissioned plays to support, and we would like to retain the flexibility to continue the expenditure of these funds for up to four years, so that the fund would be expended no later than FY2014. This allows us to assess conservatively the number and kinds of investments we are making, and their impact. We will advertise this enhancement fund to the field beginning in FY2010, so that potential producers can anticipate the opportunity as they plan their seasons.

We anticipate production enhancement payments to producing partners on a sliding scale depending on the size and prominence of the theatre, ranging from \$25,000 production enhancements for smaller regional theatres to \$75,000 or more for major productions in New York which might provide the greatest possible visibility. We would expect to provide to the Foundation annual reports on the use and efficacy of this fund, as well as on the progress of all new plays commissioned, developed and produced by Yale Rep through the Center for New Theater.

I hope this information provides an appropriate framework of understanding to begin this extraordinary new chapter at Yale Repertory Theatre. This rapid expansion of our capacity to provide leadership in the development of new plays would not be possible without the Robina Foundation's visionary support, and we look forward to a successful partnership with you and the rest of the Board.

Sincerely yours,



James Bundy

Enclosure

cc: Richard C. Levin
Inge T. Reichenbach

YALE CENTER FOR NEW THEATRE
BUDGET

<u>Income</u>	FY2009	FY2010	FY2011	FY2012 - FY2014	TOTAL
Robina 3 year grant					2,250,000
Robina Production Enhancement Fund					600,000
Other (foundation, individual, tuition, royalties, university support)					3,532,000
Total					6,382,000

<u>Expenses</u>	FY2009	FY2010	FY2011	FY2012 - FY2014	TOTAL
Literary Manager: Salary plus Benefits	100,000	105,000	110,000		315,000
New Commissions (including musicals)	200,000	220,000	240,000		660,000
Support for Commissions underway	50,000				50,000
New Play Workshops	50,000	75,000	100,000		225,000
New Musical Workshops	190,000	200,000	225,000		615,000
Production Expenses: New Plays	645,000	710,000	390,000		1,745,000
Production Expenses: New Musicals			1,320,000		1,320,000
YSD Lecturers for Musical Theatre / YSD Playwriting Fellowships	90,000	100,000	110,000		300,000
YSD Key Staff Time	175,000	184,000	193,000		552,000
Production Enhancement Fund			150,000	450,000	600,000
Annual Total	1,500,000	1,594,000	2,838,000	450,000	6,382,000

April 8, 2008

James Bundy, Dean/Artistic Director
Yale School of Drama/Yale Repertory Theatre
P.O. Box 208244
New Haven, Connecticut 06520-8244

Dear Dean Bundy:

I am pleased to inform you that the Board of Directors of the Robina Foundation has recently approved a grant in the amount of \$2.85 million to the Yale School of Drama for the Yale Center for New Theater project. The purpose of the grant is to support the various activities presented in your initial proposal dated November 6, 2007 and your subsequent letter dated March 25, 2008.

We propose the following payment schedule for the total grant of \$2.85 million.

2008 – \$750,000
2009 – \$750,000
2010 – \$1.35 million
2,850,000

Please let us know as soon as possible if you have any concerns about the proposed schedule.

Payments will be made via wire transfers to the bank account designated by Yale University. At your earliest convenience please send wire instructions to Nancy Gilberg, Administrative Consultant at: ngilberg@robinafoundation.org.

The Foundation Board has also approved the Drama School's request to use \$50,000 of remaining funds from a planning grant made in 2006 to partially support several play commissions already underway at the Center for New Theater.

Please plan to provide written progress reports to the Foundation on an annual basis. These reports should include both a narrative and financial update on the actual use and impact of the grant funds. In addition to annual reports, the Foundation asks that Yale initiate contact during interim reporting periods to inform us of any significant issues such as changes in key personnel, a project budget reallocation of greater than 10%, or a change in the scope of the project that may impact its ability to achieve desired outcomes.

As part of its ongoing programmatic work, the Foundation may conduct its own evaluation of the project at anytime during the grant period. We will inform you in advance if we wish to conduct an independent evaluation and ask for your cooperation.

Again, the Robina Foundation is pleased to support the Yale School of Drama's Center for New Theater project. We wish you all the best as you move forward and look forward to staying abreast of your work.

Sincerely,

Gordon M. Aamoth, President
Robina Foundation

cc: Richard C. Levin, President
Inge T. Reichenbach, Vice President for Development

YALE UNIVERSITY

OFFICE OF THE PRESIDENT

105 WALL STREET, PO BOX 208229
NEW HAVEN CT 06520-8229

April 22, 2008

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

Dear Dr. Aamoth:

I write to express my heartfelt thanks to you and the Robina Board for your generosity in funding the Yale Center for New Theater, and for having the foresight to provide the Center with the means to enhance productions at regional theaters. I am quite delighted that our partnership will thus kindle thought-provoking new theater productions at venues around the country.

We are very proud of the history and accomplishments of the School of Drama and the Yale Repertory Theatre. Together, they have long had a profound and shaping impact on American theater. Now, with the Robina Foundation's support, a new and exciting chapter in the history of the theater arts at Yale has opened. The Center for New Theater will surely become the seedbed for stimulating and thought-provoking new work in the very best traditions of the American stage. I like to think that Jim Binger would be very pleased indeed with this first venture between us.

Thank you for your personal engagement with the deliberations that have led to the Board's decision. I would be most grateful if you could also convey my deep appreciation to the Board. I sincerely believe the Center for New Theater represents a most auspicious beginning of the relationship between Robina and Yale.

With my best regards,

Sincerely yours



Richard C. Levin

RCL:mg

Yale University

James Bundy
Dean/Artistic Director
Yale School of Drama/
Yale Repertory Theatre
P.O. Box 208244
New Haven, Connecticut 06520-8244

Campus address:
222 York Street
Telephone: 203 432-1505
Fax: 203 432-8337

April 22, 2008

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

Dear Dr. Aamoth,

It is with deepest gratitude that I write to thank you for the Robina Foundation's very generous grant of \$2.85 million to the Center for New Theatre to help us expand our commitment to commission and produce the work of living playwrights. I also want to thank you for permitting us to allocate the Foundation's earlier planning grant gift of \$50,000 to support the work that is currently underway.

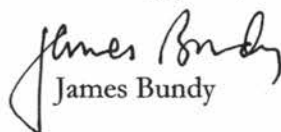
This extraordinary gift builds upon a tradition of excellence at Yale School of Drama and Yale Repertory Theatre and will help ensure Yale's leadership in the future of playwriting in America.

By supporting the creation of new work and emerging artists at the Center for New Theatre, you help us nurture the talents and imaginations of the country's most promising writers. Furthermore, your support also provides opportunities for our students at Yale School of Drama by broadening their experiences and emboldening them to imagine new possibilities for American theatre.

Dr. Aamoth, I am deeply grateful to the Foundation's profound generosity, and having met James Binger on several occasions, I am honored to have opportunities both to extend his theatrical legacy and to pursue the kinds of innovations worthy of his imagination and vigor. I can assure you that the resonance of this gift will be felt by future generations of deserving playwrights at the Center and by the artists-in-training at Yale School of Drama, and I can't thank you enough for this magnanimous gesture—an expression of remarkable devotion to the future of American theatre.

It was a great pleasure to meet you in New York and I look forward to sharing with you, and the other directors of the Robina Foundation, the exciting new work that your gift is certain to inspire.

Sincerely yours,


James Bundy



Yale University

OFFICE OF DEVELOPMENT

INGE T. REICHENBACH
Vice President for Development

P.O. Box 2038
New Haven, Connecticut 06521-2038

Campus address:
157 Church Street
New Haven, Connecticut 06510-2100

Telephone: 203 432-5461
Fax: 203 432-8399
inge.reichenbach@yale.edu

April 24, 2008

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

Dear Dr. Aamoth:

I couldn't be more delighted at the news that the Robina Foundation has awarded a grant of \$2,850,000 for the Yale Center for New Theater. My sincere gratitude to you and the Board for your thorough and thoughtful guidance during the development of the proposal, and for the special relationship that has developed between the leadership of the Foundation and of Yale University.

This grant is a fitting tribute to James Binger's well-known passion for the theater, and we are honored to be involved with the Foundation in creating this exciting new theater venture. Under James Bundy's leadership, the Center for New Theater will nurture and help launch the careers of the next generation of America's writers for the stage. Thanks to the Foundation's foresight, we can be assured that the new work that results will also reach theater goers across the country.

Please convey my thanks to the Board and to Jean Sazevich for their guidance and involvement throughout. And please accept my special thanks for your own support and leadership. I look forward to building on this truly excellent beginning to the relationship between our respective institutions.

With warmest regards,

Sincerely yours,

Inge T. Reichenbach

cc: Jean Sazevich

DRAFT

FOR IMMEDIATE RELEASE

Contact: Steven Padla / 203 432 1574 / steven.padla@yale.edu

**YALE SCHOOL OF DRAMA AND YALE REPERTORY THEATRE
RECEIVE \$2.85 MILLION GIFT
FROM THE ROBINA FOUNDATION
IN SUPPORT OF THE YALE CENTER FOR NEW THEATRE**

* * * *

PAULA VOGEL APPOINTED PLAYWRIGHT-IN-RESIDENCE AT YALE REP

Yale School of Drama and Yale Repertory Theatre (James Bundy, Dean/Artistic Director; Victoria Nolan, Deputy Dean/Managing Director) announce a **\$2.85 million gift** from the **Robina Foundation** to establish the **Yale Center for New Theatre**.

Through the **Yale Center for New Theatre**, **Yale Repertory Theatre** will substantially increase its annual commissions of new plays and musicals, and support these commissions through all stages of artist-driven development, including residencies, readings, workshops, and full productions. The **Yale Center for New Theatre** will also facilitate playwrights' residencies as lecturers at the School of Drama, and the development of curriculum in writing for musical theatre at Yale. Paula Vogel, recently appointed Eugene O'Neill Professor (Adjunct) and Chair of Playwriting at the School of Drama, will also serve as Playwright-in-Residence at Yale Rep.

The gift includes a \$600,000 production fund to be administered by the **Yale Center for New Theatre** as support provided to other not-for-profit theatres producing world premiere or second productions of plays commissioned by Yale Rep through the Center.

The **Yale Center for New Theatre** will be overseen by Dean/Artistic Director **James Bundy** and Associate Artistic Director **Jennifer Kiger**, director of Yale Repertory Theatre's new play program.

"For more than four decades, the Yale Repertory Theatre has developed and produced new work by some of the most vital and important voices in contemporary drama," says **Yale University President Richard C. Levin**. "This generous gift from the **Robina Foundation** is a direct investment in the future of the American theatre, and ensures that the Yale Rep will continue to have a significant and lasting impact on the development of new work for the stage."

"The **Yale Center for New Theatre** will provide artists with the time and resources to create new work, and build a larger community of playwrights, composers, lyricists and directors promoting professional training in every discipline of the theatre," says **James Bundy, Dean of Yale School of Drama and Artistic Director of Yale Repertory Theatre**. "We are particularly pleased to extend meaningful support to emerging playwrights through commissions and production opportunities that help them reach a wider audience."

"The **Robina Foundation** is pleased to participate in Yale School of Drama and Yale Repertory Theatre's commitment to providing playwrights with the means to actively pursue careers in the theatre at a time when more lucrative forms of media may lure them away," says **Gordon M. Aamoth, President of the Robina Foundation**. "Supporting the creation of new work will help maintain this creative wellspring. Supporting them in a university environment, in particular, offers a unique and especially creative venue for developing plays and for nurturing their talents and imagination."

The Robina Foundation, a Minnesota-based private grantmaking foundation, seeks to positively impact critical social issues by encouraging innovation and financially supporting transformative projects of its four institutional partners. These partners, selected by the Foundation's founder, James H. Binger, are Abbott Northwestern Hospital, Minneapolis, MN; The Council on Foreign Relations, New York, NY; University of Minnesota Law School, Minneapolis, MN; and Yale University, New Haven, CT.

ABOUT YALE REPERTORY THEATRE

A champion of new work, Yale Repertory Theatre has produced well over 100 world, American, and regional premieres—including two Pulitzer Prize winners and four other nominated finalists—by emerging and established playwrights. Eleven Yale Rep productions have advanced to Broadway, garnering more than 40 Tony Award® nominations and eight Tony Awards, and Yale Rep itself is the recipient of the Tony Award for Outstanding Regional Theatre.

In its 42-year history, Yale Repertory Theatre has produced the world premieres of plays by David Adjmi, Roberto Aguirre-Sacasa, Lee Blessing, Christopher Durang, Jules Feiffer, Athol Fugard, Marcus Gardley, Kama Ginkas, John Guare, Albert Innuarato, Walton Jones, Adrienne Kennedy, Arthur Kopit, Sunil Thomas Kuruvilla, Wendy MacLeod, Julie McKee, Terrence McNally, Richard Nelson, Suzan-Lori Parks, David Rabe, Keith Reddin, José Rivera, Sarah Ruhl, Sam Shepard, William Styron, Derek Walcott, August Wilson, and Doug Wright, among many others.

Current Yale Repertory Theatre commissions include *Notes from Underground*, a new play by Robert Woodruff and Bill Camp adapted from Fyodor Dostoevsky's novel, which will have its world premiere at Yale Rep in March 2009; as well as original plays by David Adjmi, Hilary Bell, Marcus Gardley, Amy Herzog, Naomi Iizuka, Rolin Jones, Elizabeth Meriwether, Octavio Solis, Kate Walat, Anne Washburn, and Marisa Wegrzyn; and a new musical by playwright Adam Bock and composer Todd Almond based on Shirley Jackson's *We Have Always Lived in the Castle*.

Founded in 1966 to serve as the Master Teacher to the professionals-in-training at Yale School of Drama, Yale Repertory Theatre's resident artistic staff includes School of Drama faculty members David Budries (Sound Design Advisor), Liz Diamond (Resident Director), Ming Cho Lee (Set Design Advisor), Jane Greenwood (Costume Design

Advisor), Jess Goldstein (Resident Costume Designer), Mary Hunter (Stage Management Advisor), Catherine Sheehy (Resident Dramaturg), Rick Sordelet (Fight Advisor), Stephen Strawbridge (Resident Lighting Designer), Jennifer Tipton (Lighting Design Advisor), Paula Vogel (Playwright-in-Residence), Walton Wilson (Voice and Speech Advisor), Michael Yeargan (Resident Set Designer), and Evan Yionoulis (Resident Director).

#####



Yale Law School

HAROLD HONGJU KOH

Dean

February 29, 2008

Gordon Aamoth, MD
President and Chief Executive Officer
80 South 8th Street
4542 IDS Tower
Minneapolis, MN 55402-2100

Dear Gordon,

I was delighted to receive your letter of February 18 with the news that the Board of Directors of the Robina Foundation had recently discussed the Foundation's interest in human rights. It is most heartening to learn that the ideas I outlined in my letter of last December 17 appear to align to a considerable extent with the vision of the Robina Foundation. The Foundation's invitation to present a proposal for a program of fellowships in human rights at Yale Law School is an exciting opportunity. On behalf of President Levin, I want to convey our gratitude to the Robina Foundation.

You can be assured that my colleagues at the Schell Center for International Human Rights and I will apply ourselves enthusiastically to the task of developing an initiative that advances our organizations' shared objectives. I am eager to move forward with this work in concert with the Robina Foundation in the weeks ahead, and I will ensure that the Foundation is kept informed as our plans develop. Please feel free to contact me if I can be of assistance.

Warm wishes,



Harold Hongju Koh

cc: Richard Levin
Inge Reichenbach
Jean Sazevich
Kenna Barrett

[Show Header](#)[Print](#) [Hide Envelope](#)

From: Harold H. Koh [Add to Address Book](#)
To: gaamoth@robinafoundation.org
CC: Barrett, Kenna
Date: Wednesday, May 14, 2008 2:39:17 PM
Subject: YLS Human Rights Proposal
 2008 YLS proposal to Robina Foundation.doc

Dear Gordon,

Without further ado, I'm delighted to forward Yale Law School's proposal for a Robina Initiative in Human Rights. Please consider it a draft; I very much look forward to your reflections. Thank you so much for the invitation to present this proposal to the foundation. I couldn't be more grateful.

Warm wishes,

Harold

IMPROVING HUMAN RIGHTS WORLDWIDE:
THE ROBINA FOUNDATION HUMAN RIGHTS FELLOWSHIP INITIATIVE AT
YALE LAW SCHOOL



Proposal to the Robina Foundation from
Yale Law School

Presented by Harold Hongju Koh
Dean and Gerard C. & Bernice Latrobe Smith Professor of International Law
May 14, 2008

EXECUTIVE SUMMARY

Perhaps mankind's greatest challenge is to end the suffering caused by human rights abuses around the world. How best to promote human rights is a question with complex theoretical and practical dimensions: What governance regimes are most conducive to human rights? How does the realization of human rights promote political and economic development? What governmental and nongovernmental approaches at a national and international level are most effective in bringing about a long-term respect for human rights?

However one may answer these difficult questions, there can be little doubt that the most important practical ingredient in promoting human rights remains the availability of the requisite human capital: global leaders from political, business, and civil society who are trained in, understand, and have committed themselves to promoting the concept of human rights. Human rights leaders must understand the intrinsic as well as the instrumental reasons for prioritizing human rights, should have direct experience addressing both theoretical and the practical questions of human rights and social justice, and should learn through hands-on training how to advocate for human rights survivors afflicted by torture, ethnic warfare, illegal detention, or lack of access to basic necessities.

While human rights training has become increasingly necessary, ironically, too few of the world's leaders have any formal training or direct experience in human rights education. Historically, human rights as an academic field has been fragmented within the academy, scattered in bits and pieces throughout philosophy or political science curricula and professional school classes on public health, law, government or divinity. There is no unitary conception regarding how best to pursue "field work" in international human rights. And of course, the economic rewards of devoting one's career to promoting human rights have been severely limited, so that even those with genuine interest in human rights careers cannot afford to pursue their passions on a long-term basis, and have no obvious curricular "track" to follow.

By tradition and choice, Yale Law School has become a recognized exception to this trend. For decades, its Orville H. Schell Jr. Center for International Human Rights has enrolled and graduated top-flight students passionate about human rights promotion, hired academic and clinical educators with the theoretical and practical knowledge to train them in the practices most likely to yield human rights improvements, and bred a community of alumni committed to inter-professional collaboration and a culture of encouraging public service. Yale Law School has emerged as the unique law school that not only produces a disproportionate share of legal educators (19 of the deans of the leading 27 American law schools and roughly one-third of the tenure-track professors at the top 36 law schools); but also government officials (the President, First Lady, Secretary of the Treasury and two Assistant Secretaries for Human Rights in the last Administration and the National Security Adviser and two UN Ambassadors in the current one); and human rights NGO leaders (the head and key directors of Human Rights Watch, the Brennan Center, five other law school human rights centers, as well as

board members of the Open Society Institute, the John D. and Catherine T. MacArthur Foundation and the National Democratic Institute).

Yale Law School now proposes to expand dramatically the next generation of human rights leaders through the creation of the Robina Human Rights Fellowship Initiative. The Law School requests \$3 million over the next three years to establish this Initiative, designed to provide support for human rights leaders at all stages of their careers, from JD scholars to senior-level fellows. In this way, the Law School aims to foster a growing network of scholars committed to addressing some of our greatest human rights challenges. The Initiative is specifically designed to address the economic stresses of human rights work, to find ways to make it possible for future human rights leaders to stay in the field, and to enable those bound for professions other than law to gain direct experience as defenders of human rights.

YALE LAW SCHOOL AND THE PUBLIC INTEREST

For at least the last century, Yale has stood as the nation's leading law school. It offers an unmatched environment of excellence and educational intimacy in the form of world renowned faculty, small classes, limitless opportunities for clinical training, and strong encouragement of public service. Small by design, the Law School's impact on the world is measured by its accomplished graduates and its ongoing scholarship and outreach through numerous centers and projects.

A commitment to public service has long been a part of the culture of Yale Law School, a culture that believes that every lawyer has a duty to work actively toward a good greater than private gain. Many of Yale's Legal Realists of the 1930's—William O. Douglas, Thurman Arnold, Walton Hale Hamilton—went on to work to promote the New Deal. In the 1950s, Dean Eugene Rostow was among the first to call the Japanese Internment “a disaster,” even while noted civil libertarians defended that governmental policy. During the McCarthy era, Professors Tom Emerson and Fowler Harper litigated against loyalty oaths; Dean Lou Pollak and Professor Charles Black helped to litigate *Brown v. Board of Education* and its progeny. In the 60s and 70s, Dean Abe Goldstein defended those Yale faculty charged with supporting the antiwar movement, while Professor Alexander Bickel argued the *Pentagon Papers* case and Thomas Emerson argued the first “right to privacy” case. In the 1980s, Yale law graduates founded the National Resources Defense Council and led the environmental law movement. In the 1990s, Yale's Lowenstein Human Rights Clinic led national litigation on behalf of Haitian and Cuban refugees held at Guantanamo. Since September 11, 2001, the Law School's “9/11 Clinic” has filed briefs in all five War on Terror cases to reach the United States Supreme Court, even while the Workers' Rights Clinic has pioneered innovating anti-trafficking litigation and the Education Adequacy Clinic has litigated before the Connecticut Supreme Court in support of greater support for public education.

That the Law School has been able to stay at the forefront of social thought and action since the 1930s is a testament to the important relationship between innovation and

excellence. It is this relationship that will root the Robina Initiative in the deep traditions of the School.

Since its involvement in the policies of the New Deal, Yale Law School has consistently confronted the nation's most pressing legal and social challenges head on. The Law School is recognized as one of the originators of the modern law school clinic. Its clinical program arose out of collaborations in the 1960s in New Haven to improve access to legal assistance for the poor. That sole clinic in 1967 has grown to more than 20 distinct clinics in 2008, four of them directly connected to human rights. By graduation, 80 percent of students have participated in at least one clinical course.

But student involvement in public service does not stop once they receive their diplomas. Yale outpaces every elite law school in that 40 percent of our graduates have worked in public service within the first five years of graduation. Last month, the School announced a re-commitment to public service, improving career mentoring for public service professions, augmenting our loan forgiveness program, and increasing international opportunities for students. Yale is overwhelmingly the leading producer of law school professors and deans. At this writing, the deans of Columbia, NYU, Georgetown, GWU, Chicago, Northwestern, Penn, Michigan, Vanderbilt, Virginia, and UCLA are all graduates of the Yale Law School. At the same time, the human rights programs at such law schools as Harvard, Columbia, Georgetown, Virginia, Fordham, and University of Toronto are headed by recent Yale Law School graduates. The School's graduates pervade the media and government, producing such recent presidential candidates such as Paul Tsongas, Gary Hart, Gerry Brown, Joe Lieberman, Bill Clinton, and Hillary Clinton. As the law school most likely to be the breeding ground for the next generation of human rights leaders, Yale Law School is uniquely situated to carry out the Robina Initiative.

INTERNATIONAL HUMAN RIGHTS

The School's focal point for human rights activities is the Orville H. Schell, Jr. Center for International Human Rights. Founded in 1989, the Schell Center coordinates a diverse program that serves students and scholars at Yale and helps develop the human rights community locally and internationally. By operating in partnership with the Schell Center, the Robina Initiative will build on the Center's reputation and experience, allowing the Law School to expand its impact on human rights across the world. An introduction to the Schell Center may help demonstrate how the Robina Initiative would be rooted in its strong tradition.

In addition to the Law School's rich human rights course offerings, the Schell Center has six primary areas of activity: (1) a rich program of speakers, panels and symposia throughout the academic year on issues related to human rights, (2) a student-run extracurricular project (the Allard K. Lowenstein Project), (3) a law journal (Yale Human Rights and Development Law Journal), (4) a program of summer human rights fellowships for current students (the Kirby Simon Summer Human Rights Fellowship),

and (5) four clinical courses (the Allard K. Lowenstein Human Rights Clinic and its companions,) and (6) a set of postgraduate fellowships (the Robert L. Bernstein International Human Rights Fellowship program).

Speaker Series and Symposia: the Center offers a weekly presentation on human rights issues, often in partnerships with other centers and programs at the Law School. In just the last few weeks, just some of the human rights speakers and symposia have included:

- **Michael Posner**, President, Human Rights First: “The Struggle to End Torture and Official Cruelty by the U.S.—Human Rights and Presidential Politics”
- **Bereket Habte Selassie**, Professor of African Studies and Law, University of North Carolina, and the Former Attorney-General and Associate Justice of the Federal Supreme Court of Ethiopia: “The Elusive Treasure: Human Rights and Humanitarian Law - A Focus on the Horn of Africa”
- **Ali Afshari**, Iranian political activist: “Obstacles to Promoting Respect for Human Rights in Iran”
- **Michael Stein**, disability activist: “Promoting an International Convention on Disabilities”
- **Cristina Rodriguez**, NYU Law Professor on “Burden Sharing in an Age of Migration”
- **Martha Nussbaum**, Chicago Law professor on “The Real Clash of Civilizations: Democracy, Religious Violence, and the Case of India”
- International Criminal Court President **Philippe Kirsch** on “From Rome to The Hague: The Creation and Development of the International Criminal Court”
- Department of Homeland Security Secretary **Michael Chertoff** on “Confronting the Threats to Our Homeland”
- **Susan Neiman**, Director of the Einstein Forum on “Achieving Moral Clarity: Reflections For Grown-Up Idealists”
- A panel entitled “**Writing Wrongs? Foreign Correspondents, Human Rights, and the China Story**” on the role of foreign correspondents in covering human rights abuses in China in the lead up to the Beijing Olympics
- The Annual Robert L. Bernstein Symposium on “**Justice Delayed? The Impact of Time on the Trials of Gross Atrocities**”
- A major conference of NGO leaders to discuss “**Political Strategy: After Guantanamo**”
- A conference on “**Computers, Freedom, and Privacy**” sponsored by our Information Society Project

Lowenstein Project: through this project, small teams of students work on specific human rights issues, usually on behalf of, and with guidance from, a human rights or other public interest NGO. Teams conduct research, write memoranda, engage

in advocacy activities, and organize events at the law school. In recent years, Lowenstein Project teams have carried out projects concerning:

- a lawsuit by detainees allegedly tortured at Guantánamo;
- a lawsuit against Shell Oil for human rights abuses in Nigeria
- aliens' right to counsel during interviews with the FBI
- the rights of juveniles in the custody of mental health agencies
- the reintegration of human rights victims into society
- the obligations of European states to combat racial violence
- the rights of homosexuals in Egypt
- the right to non-discrimination in the financing of state-provided education in Argentina
- a pending U.N. Convention regarding disability rights
- a lobbying effort to convince Yale to divest from Sudan
- research into reproductive rights decisions of the African Commission on Human Rights

Summer Human Rights Fellowships: many fellowship opportunities are available for students during the summer after their first and second year, including Kirby Simon summer fellowships that allow students to travel abroad to human rights hotspots such as Kashmir, Sierra Leone, Congo, Liberia, and Iraq.

Lowenstein International Human Rights Clinic: taught by Professor James Silk, the Clinic undertakes a wide variety of projects each term on behalf of human rights organizations and individual victims of human rights abuse. Class sessions provide an overview of basic human rights principles and their application; help students integrate the theory and practice of human rights; and provide training in human rights research, writing, and other advocacy skills. The clinic has one or more student directors. In addition, there are three other clinics at the Law School with an international human rights focus: **"Balancing Civil Liberties and National Security After September 11"** is a separate clinical course affiliated with the Lowenstein Clinic, taught by Dean Harold Koh, that focuses on cases arising out of U.S. government policies enacted as part of the war on terror; the **Workers' Rights and Immigration Clinic**, taught by Professor Michael Wishnie, addresses labor issues arising out of the exploitation of migrant workers; and the **Immigration Legal Services Clinic**, taught by Professor Jean Koh Peters, represents immigrants in asylum and refugee matters.

Yale Human Rights and Development Law Journal: the Journal strives to provide a broad range of perspectives on human rights and development. The journal is edited by students and is published in online and print editions. It includes articles by top legal scholars, notes from practitioners, student notes, and book reviews. The journal welcomes pieces that draw from different areas within the law, including constitutional law, economic regulation, international law, and institutional reform. Authors may address issues that arise in national (including US) and international contexts, in both developed and developing countries. In light of the interdisciplinary nature of

human rights and development, Journal scholarship often draws upon other fields, such as political science, economics, health, and sociology.

Bernstein Postgraduate Fellowships: Bernstein Fellowships enable two or three Law School graduating students or recent graduates to devote a year to full-time human rights work. The 2007–2008 Bernstein Fellows will work with the Human Rights Law Network in India to develop resources and implement a strategy for addressing the right to water (Nick Robinson, '06) and with Refugees International investigating and publicizing cases of statelessness around the world (Katherine Southwick, '05). In addition, three Cover/Lowenstein Fellowships housed at the Law School allow recent law school graduates committed to human rights to teach in our human rights clinical programs.

Taken together, these Schell Center activities aim to offer entering JD students interested in human rights an entire law school experience dedicated to that subject. From first term they can work on the Lowenstein Human Rights Project; by second term, they can be engaged with the clinics, speakers, symposia, and the human rights Journal; by their first summer they can travel abroad to work for a human rights group at the School's expense; by second year, they can take advanced human rights courses and do direct representation of human rights survivors in domestic and international fora; their second summer they can again work with Law School support at an intergovernmental human rights organization or governmental agency; by third year, they can publish a human rights article, lead a clinic, and apply for a post graduate fellowship at the human rights organization of their choice. In short, Yale Law School's human rights program captures the interest of entering students and strives to give those students both theoretical and practical training for lifetimes in human rights work.

THE ROBINA FOUNDATION HUMAN RIGHTS FELLOWSHIP INITIATIVE

While the Schell Center is an excellent program, it is extremely costly, and cannot be funded out of student tuitions alone (which cover only about one-third of the Law School's operating budget). As such it has been unable to meet a growing surge in demand driven by student interest in human rights, and their ever-growing need for financial support to pursue human rights careers.

Investing in the development of human capital is a critical, but usually overlooked, step toward ensuring the successful future of the human rights movement worldwide. The **Robina Foundation Human Rights Fellowship Initiative** will seek to fill that gap by educating future human rights leaders at all levels of their affiliation with the Yale Law School. We envision making Robina Human Rights Scholarships available as financial aid to offset the tuition of students committed to human rights careers; as Fellowships available to first and second year law students in the summertime and to offset international travel costs; to graduating students to pay for a year or two in human rights practice immediately after law school; and to international and mid-career professionals who wish to take sabbaticals from the intensity of their human rights careers to find new ideas in a stimulating law school environment. The result will be an

expanding network and cohort of superbly trained human rights practitioners capable of making a difference in all varieties of human rights struggles.

Robina JD Scholarships

Last year, the Law School spent \$5.8 million providing financial aid awards to JD students. Many of the Law School's students—nearly 80 percent—would not be enrolled today if not for our generous financial aid. This current year, 78 percent of JD students received some form of aid, either loan-based, grant-based, or both. A full 53 percent of these students received grant-based aid, the average grant being \$18,285. Each year, many students receiving aid express interest in human rights, and some already have experience in the field. If encouraged to pursue their goals early on, such students may become the next generation's human rights leaders.

As the School continues to create diverse incoming classes—diverse in gender, ethnicity, age, extracurricular experience, and economic means—we will increasingly rely on financial aid to achieve this goal. Yet, the Law School's financial aid program is not on permanent footing. It is supplied by a combination of endowment and operating funds; thus, our ability to admit students regardless of need is inherently fragile. Naming a cohort of our next group of students Robina Scholars, with a preference for those JD students who plan to pursue courses and clinics in human rights fields, will ensure our ability to admit developing human rights leaders regardless of economic situation.

With support of \$250,000 per year, the Law School will identify approximately 15-20 students as Robina Human Rights Scholars, and will convene them regularly to share experiences, mentor incoming Scholars, and to learn how more fully to avail themselves of the School's offerings in human rights. Had such a program been in place in the early 1980s, one could imagine that the Yale Law graduates of those years who are now Executive Director of Human Rights Watch, Deans of NYU, Penn, Vanderbilt, Virginia, and UCLA Law Schools, and international law professors at Yale would have benefited from the Robina program.

Robina Summer Human Rights Fellowships

Over the last ten years, fully 70 to 80 percent of the first-year class has applied for and received funds to devote their summer work to public service. Our Summer Public Interest Fellowship Program (SPIF) provides \$5,000-6,000 per year of living stipend to students pursuing summer public service. This program has existed at the Law School for several decades and has emerged as not only a key factor in student recruitment, but, more importantly, as a powerful educational experience that our graduates look back upon as among the most formative elements of their Yale Law School education.

Up to 20 percent of the first-year class takes summer public service positions that focus on international human rights. In 2007, the 37 students pursuing international human rights positions worked in 20 countries: Argentina, Bolivia, Bosnia/Herzegovina, China, Ethiopia, Georgia, Hungary, India, Israel, Netherlands, Nigeria, Peru, Philippines,

Senegal, South Africa, Sudan, Switzerland, Tanzania, United Kingdom, and the United States. In addition to SPIF funds, international human rights fellows are also eligible for Kirby Simon travel funds, given annually by a private foundation.

Despite its popularity, the SPIF program is supported largely by operating funds raised primarily through alumni reunion contributions and has a relatively modest permanent basis of support. In addition, next year, the Kirby Simon travel fund will be cut by 80 percent. Therefore, the Robina Foundation's provision of \$200,000 per year for summer fellowships and travel funds will be critical to support students who wish to gain experience in activities related to human rights by spending a summer acting as lawyers, advisers, and advocates for human rights-based organizations.

Robina Post-Doctoral Fellowships

Although a significant number of students enter Yale Law School eager to work in human rights, many are pulled by financial considerations to private or corporate practice. While many students do ultimately succeed in finding employment in nonprofit and governmental organizations, other students want to work in organizations that cannot afford to pay their salary, or can only pay it with difficulty.

Although post-doctoral fellowships, such as the Bernstein Fellowships described in the previous section, mitigate this problem by providing students a living stipend (currently \$42,250) for a recipient to work in a human rights-based organization of their choice, there are only two or three of these fellowships available annually. The Law School is prepared to develop two new **Robina Post-Doctoral Fellowships**, awarded by competitive process, to keep such graduates engaged in human rights work in the first few years following graduation, promoting their likely long-term entry into human rights fields. In the same way as the Skadden Arps law firm's well-publicized Skadden Fellowships have accomplished this goal for many young lawyers interested in domestic public interest practice, these Robina Fellowships could potentially play the same transformational role on the international human rights scene.

As an example of how these Robina Fellowships might be used, consider the contribution that Yale graduates could make to the fledgling network of international judicial bodies. The last two decades have seen the greatest revival of international criminal adjudication since Nuremberg, but the courts that have been created are badly understaffed. With the International Criminal Court still in its infancy, and new international criminal tribunals now functioning with respect to Rwanda, the former Yugoslavia, Cambodia, and Sierra Leone, Robina Fellowships could help to support judicial law clerks and prosecution interns from Yale at each of these international criminal courts. The fellowships could also support graduates wishing to intern at select foreign constitutional courts, such as the Israeli, South African or Indian Supreme Courts, which are known for advancing human rights through their progressive jurisprudence. The sum of \$120,000 would cover two living stipends plus benefits.

Robina International Fellows and Senior Fellows in Residence

Each year, the School hosts several international scholars and activists who teach, conduct research, or participate in one of the school's legal clinic or centers. These individuals share their practical and regional expertise with faculty and students, and in turn, are able to expand their own scholarly pursuits. The School aims to increase the presence of such international scholars of human rights on campus by providing the **Robina International Fellowship**. Fellows would be able to study US and comparative legal strategies and theories of human rights—scholarly approaches that they might then be able to “take home” with them to their work and to adapt to their domestic legal frameworks. They would also be able to serve directly in our human rights-focused projects, such as the Lowenstein Project and the Clinic. Such fellows would greatly enrich our JD students' understanding of the legal frameworks of their home regions through teaching, co-teaching, or leading reading groups.

Over the last several years, the Law School has received inquiries from senior human rights experts wishing to spend time in residence at the School. Human rights work is grueling and stressful, and can lead to burnout and too little time to take stock and to reflect on the perspective gained from a novel human rights experience. However, the School presently has no regular support available to provide for this opportunity. This year we were fortunate to receive two ad hoc grants to appoint as a Senior Fellow Christine Chung, former senior prosecutor for the International Criminal Court and former Assistant U.S. Attorney for the Southern District of New York. Not only is Attorney Chung benefitting from a year of interaction with Law School faculty and students, and reflecting upon her work from legal and interdisciplinary theoretical perspectives, but her presence on campus has both attracted students to her and allowed her to reflect on her recent, unique professional experience as part of the international criminal judicial process.

With support from the Robina Foundation, each year, the Law School could invite one or more international human rights expert to spend a year here as a **Robina Senior Fellow in Residence** at Yale Law School. Outstanding mid-career professionals could be awarded the Robina Senior Fellowship to spend sabbaticals at the School to write, lecture, and inspire future generations of international lawyers, judges, and scholars. In addition, the Law School could use the funds to invite important human rights scholars from around the world to teach courses at the school without breaking their ties to their home institution. The funds could be used to bring such world class figures as former UN High Commissioners for Human Rights Mary Robinson or Louise Arbour for a year. Supporting a Robina Senior Fellow at the level of \$200,000 per year would allow Yale not just to have the scholar in residence as a visiting professor, but also to organize and host a conference around a topic relevant to the Senior Fellow's area of expertise. In the event that we do not identify the right candidate in any given year, we would propose to use the funds instead to increase the number of International Fellows in residence and/or the number of Postdoctoral Fellows.

Project Leadership

Given its position as the world's leading law school for human rights, Yale is uniquely prepared to be a source of expertise for human rights organizations all over the world. Hiring a **Robina Initiative Project Director** will greatly increase our ability to inform organizations about our work, connect them with students working in those areas, and, in certain cases, coordinate litigation and advocacy efforts across groups.

In presenting the proposal for a three-year long Robina Initiative, we hope not only to lay the groundwork for a successful fellowship program, but to engage in long-term planning to position the School's human rights efforts so that they maximally benefit the students and greater society. A Robina Initiative Project Director could accomplish these goals by focusing on three specific sets of activities:

A. Ensuring the success of the Robina Fellowship Initiative. The Project Director would: (1) help Robina Fellows integrate into the Law School and Schell Center communities and network effectively with each other; (2) handle the operational aspects of running a fellowship program, e.g., processing applications and helping Fellows make their arrangements; (3) take advantage of their presence to organize talks, panels, reading groups, and seminars for the Law School community; and (4) plan a regular conference for past and present Robina Fellows to encourage the development of professional relationships, provide feedback on the Fellowship program, and converge to discuss pressing human rights issues of the day.

B. Outreach to Yale University. While the Schell Center is well-known within the University, more can be done to encourage Yale undergraduates, graduate students, university faculty, administrators, and staff to participate in its many events. The field of human rights increasingly demands interdisciplinary and inter-professional perspectives. Traditional human rights advocacy and even use of law is not enough, especially as world focuses more on economic and social rights and turns to economics, sociology, political science public health, medicine, and anthropology for guidance. Furthermore, the Schell Center is a human rights center based at the Law School for Yale University. There is enormous undergraduate interest in human rights and this would provide the ability to involve undergraduates more to benefit them. Lastly, the Lowenstein Clinic works on projects that could benefit from expertise from these various areas.

C. Needs assessment for international outreach. The Schell Center's Lowenstein Clinic is well-known in the international human rights community and regularly receives inquiries from NGOs to help with a wide range of human rights advocacy projects, including litigation but also investigation and reporting, policy analysis and legislation. However, there is another level of support the School can provide to sister groups and their human rights struggles, perhaps in the form of an enhanced internet presence on the Yale Law School website, an annual conference aimed at activists and NGOs, or some other manifestation of collaboration. The Project Director, in conjunction with the Schell Center's leadership, could examine the state of human rights movements globally and assess the needs of that community for cooperation from the Law School.

IMPACT OF THE ROBINA INITIATIVE

In sum, the Yale Law School proposes to invest in tomorrow's human rights leaders at all stages of their training, and to bring these leaders together as part of a cohort that can interact with one another throughout their lifetimes, whether they serve in media, private firms, government, human rights organizations, or intergovernmental organizations. As the Robina Foundation well knows, great leaders have a leveraging effect on the problems they seek to solve. In their organizations, in their writing, and in their advocacy, genuine human rights leaders can transform the attitudes and actions of whole communities of people. Yale Law School seeks to educate such leaders, and invites the Robina Foundation to join us in significantly increasing the number and caliber of leaders that we can produce in the human rights area.

We know that James Binger's broad philanthropic vision in establishing the Robina Foundation was to make a difference to mankind. Robina's investment in Yale Law School's human rights initiative will undeniably have such an impact. The Robina grant that we propose will have a huge leveraging effect. It will support the future human rights leaders of this country in their academic and clinical studies, give them practical experience at Yale and in the field, train the best in year-long post graduate service, and bring others back to the School at their mid-career pivot point to extract lessons from their field work and to educate the next generation. The Robina grant will provide the critical seed money for developing a generational cohort of versatile and committed international human rights experts, and will continue to bear fruit for many generations to come. We thank the Foundation for its consideration.

ANNUAL BUDGET

The following is an estimated annual budget for the Robina Foundation Human Rights Fellowships Initiative. The total amount of support requested on an annual basis is \$1 million per year for a period of three years. A budget narrative describing the costs in greater detail can be developed upon request.

Estimated Annual Expenses:

Robina Human Rights Scholarships (15-20)	\$250,000
Robina Summer Fellowships and Travel Support (30-35)	\$200,000
Robina Post-Doctoral Fellowships (2)	\$120,000
<i>Includes salary and benefits</i>	
Robina International Fellow	\$60,000
<i>Includes salary and benefits</i>	
Robina Senior Fellow	\$200,000
<i>Includes salary, benefits, and conference funds</i>	
Robina Project Director	\$100,000
<i>Includes salary and benefits</i>	
Clerical Support and Associated Expenses	<u>\$70,000</u>
TOTAL COST	\$1,000,000

Subj: **FW: Binger Claims for Refund**
Date: **4/8/2008 5:08:15 PM Central Daylight Time**
From: TCrosby@faegre.com
To: gaamoth@robinafoundation.org, nosde2@aol.com, schroeder@medicine.ucsf.edu,
pkaroff@TPI.ORG
CC: jsazevich@robinafoundation.org

Last week I had an unexpected call from Peggy Halfman and David Baker of the McDermott, Will firm to report on the long awaited first meeting with the IRS.

That meeting took place in Minneapolis, was attended by several IRS personnel, Bill Berens representing the Boynton/Binger side and Bill Brody representing the Mac Binger side. The matter has been assigned to Liz Miller at the IRS who has been handling Ginny Binger's estate. Importantly, her supervisor attended as well as several of the "engineers" from the IRS who had done the appraisal work.

Issues related to the estate/Robina:

- the IRS is willing to accept the valuation of the Butler Building and vacant lot gift. This valuation was my main concern. The suspicion of those that know more than I on this issue is that the appraised value used in the Binger gift return was generous which could have some subsequent benefits to Jane by increasing her tax basis in the event of sale;

- the IRS is willing to accept the valuation of the gift of partnership interests in the so called Orpheum Lot which had been completed before Jim's gift and in which Jim gave a full city block to Jane;

- the IRS is willing to accept the valuation of Tartan Farms which is a corporate entity that went to Jane under the will and was, in effect, the "family" office and which had \$8,355,800 in assets;

- the IRS questions the legal bill paid to the Dorsey office (reimbursement of the family) of approximately \$1,500,000 in that all of it may not relate to estate matters as distinguished from contesting the will;

- the IRS wants to know the disposition of \$5,000,000 taken out of the marital trust before Jim's death; and *McNIGHT Fda by Jim Binger*

- importantly, the IRS is taking the position that *no refund is due* (more on this item later).

Issues related to the marital trust:

- a 2.5% blockage discount was taken by the estate on the approximately \$600 million of 3M stock in the marital trust at the time of death. The IRS denies any discount. In fact, there is some evidence of a depressed market due to the sales by the estate but, because of a generally rising market, the sales were above the date of death valuation.

- a 35% discount was taken by the estate on the Tartan I partnership investment. The IRS thinks it should be 10%. The estate valued this interest at \$41 million.

- a 40% discount was taken by the estate on the Sherry Netherland New York apartment based off of an \$8,000,000 appraised value as of the date of death. The IRS wants to use the subsequent sale price of \$6.75 million. Because the marital trust owned a one half interest, the estate's position is \$2.25 million and that of the IRS is \$3.375 million. This issue would have relevance to Robina because the other half went to Mac and Cinnie under the will.

I asked Peggy Halfman to summarize the position of the IRS which is set forth below. You will note that \$19.2 million is in issue. The key issue is this: if what Jane gave back is not a gift, there is no reason to pay a gift tax on it (as had been done) with the result that a refund is appropriate including the estate tax on the gift tax. According to lawyers in this office, the IRS is bound only by a decision of the highest court in the state on matters of state law - as was this issue. Because this matter was settled, the IRS is taking the position that it is not bound by the settlement.

I have talked with Bill Brody who was at the meeting to get his slant on the meeting. His summary was consistent with that of the McDermott, Will attorneys. Each of the three lawyers with whom I have discussed the refund

Monday, April 28, 2008 America Online: Nosde2

issue believes that, knowing the facts as we do, the IRS is wrong. Brody and Halfman/Baker believe that the IRS agents just don't like the result, i.e. that the IRS must pay back money. We know that it was a legitimate dispute and that Jane did not generously determine to make a gift to Robina - which is the substance of the IRS position.

Where do we go from here:

-all of these positions are tentative. I did ask whether the acceptance of the appraisals had anything to do with their position on the refund, i.e. if the position on the refund is challenged, will they back track on the valuations. I was told there should be no connection in that the IRS would have questioned the valuations if it thought there was a reason to do so.

-if the valuation positions hold, the IRS will not be asking for substantial funds from Robina (the only items in question being the Dorsey fees and the Sherry valuation). The issue is the refund. Accordingly, more disbursements from J. P. Morgan would be appropriate.

-the family has not yet been contacted on the marital trust issues. The issues raised by the IRS are as expected and are well within the range of the amounts held in a separate account for potential IRS payments. Both sides of the estate must settle at the same time. In theory, it is possible to settle all issues except for the refund. In fact, the local branch could settle those issues and permit the refund to go to the appellate level.

-a follow up meeting with the IRS is anticipated within the next several weeks where the disposition of the \$5,000,000 will be disclosed and each side can further discuss the issues. A statute of limitations runs on August 3rd at which time the IRS must take its final position on the various issues. To the extent matters can be settled, they must be done so by that date. Based upon my discussion with Bill Brody, it appears to me important that the McDermott attorneys be present in person at that meeting.

-In my discussion with McDermott, Will, they did mention that they understood Robina held an early determination to be important and that it was not interested in fighting for the last dollar. Given the way the issues are shaping up, there will probably be one main issue which all involved will agree must be contested.

-A tentative meeting with Anita Tyson of J. P. Morgan is being discussed. It seems to me that such a meeting should be postponed. Anita will be in Minneapolis for a luncheon on April 23 unrelated to Binger matters. I plan to attend and will see if Ed can as well. We can discuss these issues generally with her either before or after the meeting.

-I would just as soon that these matters be kept confidential as events may change and I may not be totally accurate in my summary.

From: Halfman, Peggy [mailto:phalfman@mwe.com]

Sent: Wednesday, April 02, 2008 4:39 PM

To: Crosby, Thomas M.

Cc: Baker, David

Subject: Binger Claims for Refund

Tom,

I am writing to summarize the claim for refund issues in the Binger Estate. As we discussed earlier today, the Estate intends to file claims for refund of the gift and estate taxes attributable to the \$16 million Jane Mauer returned to the Estate pursuant to the settlement. If successful, these claims are worth approximately \$19.2 million, plus interest, to Robina.

In our initial conference with the IRS last week we discussed our claims for refund with the agent and her supervisor. Their initial reaction was unfavorable. From their perspective, Mr. Binger's gifts to Jane Mauer were complete, and her return of \$16 million to the Estate pursuant to the settlement has no impact on Mr. Binger's gift or estate tax. In part, they focused on the fact that Jane's payment was made pursuant to a settlement as opposed to being made at the conclusion of litigation to verdict determining that the gifts were void. They also indicated that they viewed the claims for refund as an "all-or-nothing" proposition (i.e., that they would grant or deny the claims), as opposed to something they would negotiate to some point in between. Needless to say, we think the IRS has it wrong. They indicated that they would give it some more thought and get back to us. Given

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the IRS's posture, we do not yet know whether the claims for refund will be resolved as part of the estate tax audit or will require further proceedings with the IRS.

We will keep you posted as this develops. Please call if you have any questions.

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

Telephone: 312.984.3363
Fax: 312.984.7700

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Please visit <http://www.mwe.com/> for more information about our Firm.



Tartan
Investment
Company

February 26, 2008

Gordon M. Aamoth, MD, President
Robina Foundation
4900 IDS Tower
80 South 8th Street
Minneapolis, MN 55402

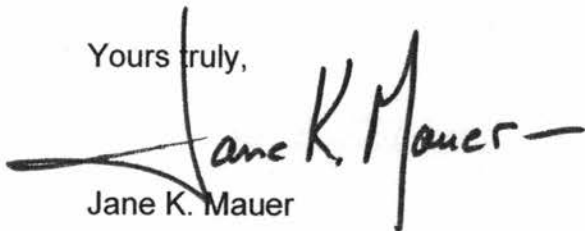
*copies sent
to all Bd Members
on 3/3/08*

Re/ Robina Foundation

Dear Gordy:

Enclosed are courtesy copies of letters that have been sent.
Trust you are having a good winter and are spending most of your time in
Florida!

Yours truly,


Jane K. Mauer

Encl (4)

4542 IDS Tower
80 South 8th Street
Minneapolis
Minnesota 55402
612-349-2800
Fax 341-3501

February 26, 2008

Mr. Gerald B. Fisher, President and CEO
University of Minnesota Foundation
McNamara Alumni Center
200 Oak Street SE, Suite 500
Minneapolis, MN 55455-2010



Re/ Robina Foundation – James H. Binger

Dear Jerry:

Nearly two years have passed since you and I met with Fred Morrison and Guy-Uriel Charles at The Loring Pasta Bar. At that time we discussed the University's Robina Task Force and the Law School's Faculty Planning Committee discussions. I was thrilled to learn that with a grant from Robina you were able to sponsor six thought-provoking workshops and a faculty retreat. The sessions addressed major challenges for our society. I am looking forward to an update.

As you are aware, a family conflict over Jim Binger's estate resulted in a lawsuit that involved the Foundation. To avoid the appearance of a conflict of interest during the mediation, I decided to resign from the Board and as President of the Foundation. The lawsuit was settled via a mediated settlement in September 2007. When the Board of Directors met November 2007 I offered to rejoin the Foundation. A newly elected Board decided to proceed on its own. Therefore, I am not, at the moment, formally involved with the Robina Foundation, but remain committed to the vision Jim and I worked on during the last year of his life.

Jim asked me to take personal responsibility to ensure that each of the four beneficiaries had a real stake in Robina and knew the extent of their power. The four beneficiaries are the University of Minnesota Law School, Abbott Northwestern Hospital, Council on Foreign Relations and Yale University. Jim wanted me to ensure each institution knew that:

1. Each beneficiary is to be involved in Robina's decision-making,
2. The focus is to be collaborative, not competitive and
3. He selected four, and only four, beneficiaries.

I am taking this opportunity to follow through on that responsibility to show that Jim's approach for the named institutions was rare, and perhaps unique.

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Gerald B. Fisher
February 26, 2008
page 2



First Each beneficiary is to be involved *with the others* in the development of major collaborative projects. Each is to be involved with the others in the evaluation and decision-making of the overall projects. Jim's primary method of assuring this involvement in decision-making was his designation that *each named institution should have one specific representative on the Robina Board*. He incorporated the designation in both the Mission Statement and the Bylaws.

The Board of the Robina Foundation, according to its website, does not include a representative from the University of Minnesota Law School, Abbott Northwestern Hospital, Council on Foreign Relations or Yale University. I hope this will be promptly rectified because the Board, as it exists, cannot exclude the named institutions from the decision-making and simultaneously realize the unique collegial approach of Jim's vision.

Second It was not Jim's vision that Robina duplicate the traditional approach of merely funding grants to separate institutions, but rather to develop a team approach that joined these powerful institutions in unified research and scholarship. He believed that these four unique institutions could collectively evaluate and agree upon a major joint project(s). He wanted to end the isolation and self-interest caused by competitive funding. This is a rare opportunity, as all four institutions would be in it together. Jim emphasized that each beneficiary's board representative would "act as a peer" of the other beneficiaries, not as an advocate of itself.

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Gerald B. Fisher
February 26, 2008
page 3



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(Article I Section 2 (a) (b) (c) (d))
2. Beneficiaries, as Named Institutions, are to collaborate in the determination of the innovative, forward- thinking, major projects for Robina to fund.
(Article I Section 3 (a) (b) (c) (e))
3. Beneficiaries are to have Board representation.
(Article I Section 3 (e))
4. Adherence to Founder's last Mission Statement
(Article I Section 4)

To facilitate your communications with the other beneficiaries I am supplying names and contact information of persons with whom Jim and I established relationships.

I enjoyed our meeting today and was interested in the stories of the remarkable history of the Law School with China and its "National Treasures". I enjoyed hearing examples of interdisciplinary sharing of knowledge and the notable results that do occur. But most importantly I was interested to hear the importance the U of M Foundation places on donor intent. Coincidentally the U of M Foundation brochure received today speaks to the issue.

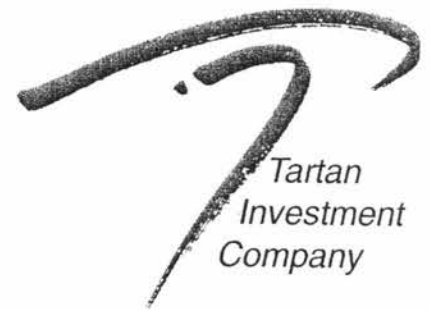
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Yours truly,

A handwritten signature in dark ink, which appears to read 'Jane K. Mauer'. The signature is written in a cursive, flowing style. Below the signature, the name 'Jane K. Mauer' is printed in a simple, sans-serif font.

Jane K. Mauer

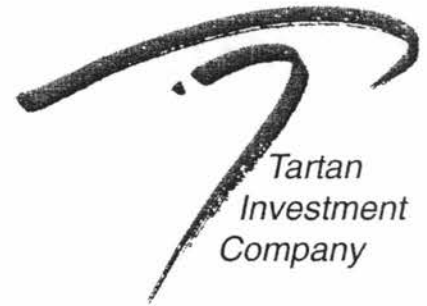
Gerald B. Fisher
February 26, 2008
page 4



Encl. (2)

cc: Fred L. Morrison, University of Minnesota Law School
Guy-Uriel E. Charles, University of Minnesota Law School
Gordon M. Aamoeth, MD, President Robina Foundation

February 25, 2008



Mr. Peter G. Peterson, Chairman Emeritus
Council on Foreign Relations
International Advisory Board, Chairman
The Harold Pratt House
58 East 68th Street
New York City, NY 10065

RE/ Robina Foundation – James H. Binger

Dear Mr. Peterson:

Three years ago you and I met in your office in New York City to discuss Jim Binger, the foundation he founded and the fact that the Council on Foreign Relations is one of four named beneficiaries. Jim had died several months prior to our meeting and I was President of the Robina Foundation. Later that day Richard Haass, Janice Murray and I discussed the collaborative approach among the four beneficiaries as envisioned by Jim Binger. The beneficiaries are the Council on Foreign Relations, Yale University, Abbott Northwestern Hospital and University of Minnesota Law School. Richard and Janice offered to help schedule the first collaborative meeting in upstate New York at Pocantico.

Shortly after his death a family conflict over Jim Binger's estate resulted in a lawsuit that involved the Foundation. To avoid the appearance of a conflict of interest during the mediation, I decided to resign from the Board and as President of the Foundation. The lawsuit was settled via a mediated settlement in September 2007. When the Board of Directors met in November 2007 I offered to rejoin the Foundation. A newly elected Board decided to proceed on its own. Therefore, I am not, at the moment, formally involved with the Robina Foundation, but remain committed to the vision Jim and I worked on during the last year of his life.

Jim asked me to take personal responsibility to ensure that each of the four beneficiaries had a real stake in Robina and knew the extent of their power. Jim wanted me to ensure each institution knew that:

1. Each beneficiary is to be involved in Robina's decision-making,
2. The focus is to be collaborative, not competitive and
3. He selected four, and only four, beneficiaries.

I am taking this opportunity to follow through on that responsibility to show that Jim's approach for the named institutions was rare, and perhaps unique.

4542 IDS Tower
80 South 8th Street
Minneapolis
Minnesota 55402
612-349-2800
Fax 341-3501

Peter G. Peterson
February 25, 2008
page 2



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Second It was not Jim's vision that Robina duplicate the traditional approach of merely funding grants to separate institutions, but rather to develop a team approach that joined these powerful institutions in unified research and scholarship. He believed that these four unique institutions could collectively evaluate and agree upon a major joint project(s). He wanted to end the isolation and self-interest caused by competitive funding. This is a rare opportunity, as all four institutions would be in it together. Jim emphasized that each beneficiary's board representative would "act as a peer" of the other beneficiaries, not as an advocate of itself.

Third The Robina Foundation owned 200 acres of fallow farmland west of Minneapolis. I am saddened to report that the 200 acres of farmland is no longer available for use as an environmental resource, or if sold, as a cash infusion for the Foundation. Robina's first major grant, the disposition of 200 acres of farmland, was made not to one of the four beneficiaries named by Jim Binger but, to an outside entity identified by the Board. That entity is the Department of Natural Resources. The land transfer, valued at \$4.3 million, took place in December 2007. (News release enclosed)

Peter G. Peterson
February 25, 2008
page 3



Tartan
Investment
Company

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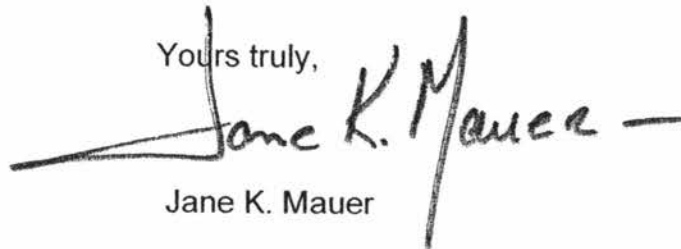
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4. Adherence to Founder's last Mission Statement
(Article I Section 4)

To facilitate your communications with the other beneficiaries I am supplying names and contact information of persons with whom Jim and I established relationships.

The four named institutions were critical to Jim Binger. In the last year of his life, he and I worked closely to establish Robina and to involve the named institutions. Since I do not currently have a formal role in Robina, I rely upon this communication as part of carrying out my responsibility to Jim, his vision and his donor's intent for the Robina Foundation. If you would like to discuss the situation, please feel to contact me.

I thoroughly enjoyed meeting you and discussing your books. It is my desire that someday we may work together and you will share more Jim Binger stories with me.

Yours truly,



Jane K. Mauer

Encl. (2)

cc: Richard N. Haass, President
Janice L. Murray, Sr. Vice President
Gordon M. Aamoth, MD, President Robina Foundation

February 25, 2008

President Richard C. Levin
Office of the President
Yale University
105 Wall Street, PO Box 208229
New Haven, CT 06520-8229



RE/ Robina Foundation – James H. Binger

Dear President Levin:

Three years ago, August 2004, James Bundy met with Jim Binger and me in Minneapolis. In that meeting Jim briefly discussed his plan for a gift to Yale University. Two months later Jim passed away.

Shortly after his death a family conflict over Jim Binger's estate resulted in a lawsuit that involved the Foundation. To avoid the appearance of a conflict of interest during the mediation, I decided to resign from the Board and as President of the Foundation. The lawsuit was settled via a mediated settlement in September 2007. When the Board of Directors met in November 2007 I offered to rejoin the Foundation. A newly elected Board decided to proceed on its own. Therefore, I am not, at the moment, formally involved with the Robina Foundation, but remain committed to the vision Jim and I worked on during the last year of his life.

Jim asked me to take personal responsibility to ensure that each of the four beneficiaries had a real stake in Robina and knew the extent of their power. The four beneficiaries are Yale University, Abbott Northwestern Hospital, Council on Foreign Relations and the University of Minnesota Law School. Jim wanted me to ensure each institution knew that:

1. Each beneficiary is to be involved in Robina's decision-making,
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3. He selected four, and only four, beneficiaries.

I am taking this opportunity to follow through on that responsibility to show that Jim's approach for the named institutions was rare, and perhaps unique.

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President Richard C. Levin
February 25, 2008
page 2



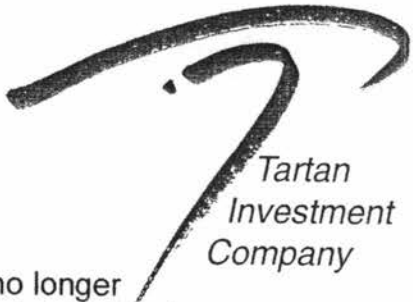
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The Board of the Robina Foundation, according to its website, does not include a representative from Yale University, Abbott Northwestern Hospital, Council on Foreign Relations or the University of Minnesota Law School. I hope this will be promptly rectified because the Board, as it exists, cannot exclude the named institutions from the decision-making and simultaneously realize the unique collegial approach of Jim's vision.

Second It was not Jim's vision that Robina duplicate the traditional approach of merely funding grants to separate institutions, but rather to develop a team approach that joined these powerful institutions in unified research and scholarship. He believed that these four unique institutions could collectively evaluate and agree upon a major joint project(s). He wanted to end the isolation and self-interest caused by competitive funding. This is a rare opportunity, as all four institutions would be in it together. Jim emphasized that each beneficiary's board representative would "act as a peer" of the other beneficiaries, not as an advocate of itself.

Third The Robina Foundation owned 200 acres of fallow farmland west of Minneapolis. Fred Morrison and Guy-Uriel Charles former Co-deans of the University of Minnesota Law School and I brainstormed about the farmland as a potential environmental resource for the Law School and Yale University. I am aware of various environmental initiatives at Yale. Fred and Guy shared with me a recent initiative within the University of Minnesota of coordinating the environmental talent within various "silos of knowledge" within the University to come together, share knowledge from various perspectives, and think collaboratively. It felt wonderful to hear about Jim's vision as a catalyst.

President Richard C. Levin
February 25, 2008
page 3



Tartan
Investment
Company

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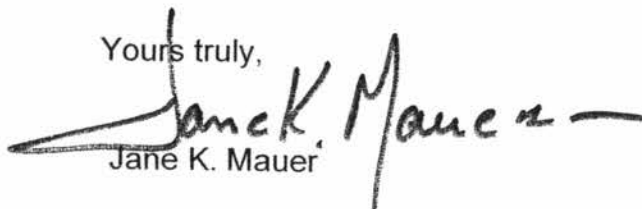
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(Article I Section 4)

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Yours truly,

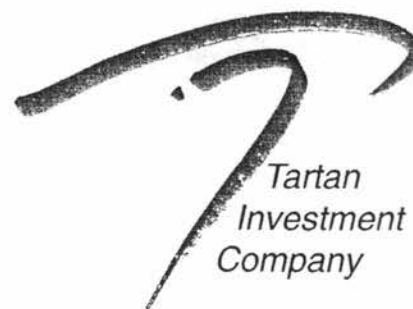


Jane K. Mauer

Encl (2)

cc: James A. Bundy, Dean Yale School of Drama
Gordon M. Aamoth, MD, President Robina Foundation

February 25, 2008



Mr. Richard Pettengill, President & CEO
Allina Hospitals and Clinics
PO Box 43
M.R. 10101
Minneapolis, MN 55440-0043

Re/ Robina Foundation – James H. Binger

Dear Dick:

Three years ago Sid Mallory met with Jim Binger and me at his home in Minneapolis. In the meeting Jim articulated his vision for the Robina Foundation and his commitment to Abbott Northwestern Hospital as one of four beneficiaries. Within several months of that meeting Jim passed away.

Shortly after his death a family conflict over Jim Binger's estate resulted in a lawsuit that involved the Foundation. To avoid the appearance of a conflict of interest during the mediation, I decided to resign from the Board and as President of the Foundation. The lawsuit was settled via a mediated settlement in September 2007. When the Board of Directors met in November 2007 I offered to rejoin the Foundation. A newly elected Board decided to proceed on its own. Therefore, I am not, at the moment, formally involved with the Robina Foundation, but remain committed to the vision Jim and I worked on during the last year of his life.

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Richard Pettengill
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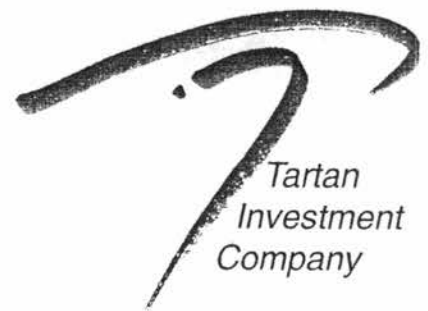
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Yours truly,

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Jane K. Mauer

Encl. (2)

cc: Sid Mallory, Executive Vice President
Gordon M. Aamoth, MD, President Robina Foundation



MINNESOTA COUNCIL
ON FOUNDATIONS

100 Portland Avenue South, Suite 225
Minneapolis, Minnesota 55401-2575

t 612.338.1989
f 612.337.5089

info@mcf.org
www.mcf.org

a community of grantmakers

April 9, 2008

Gordon Aamoth
Robina Foundation
80 S 8th St - Ste 4900
Minneapolis, MN 55402

Dear Gordon:

Your community of grantmakers is stronger because of your organization's support and the participation of you and your colleagues. Your continued involvement with MCF has helped to ensure high standards of philanthropic practice and maintain Minnesota's ongoing reputation as a national leader in the field on issues of public trust and accountability.

We are writing now to invite the Robina Foundation to renew its membership in the Council and to subscribe to the *NEW Principles for Grantmakers*. In this first year of the new *Principles*, we request that your Board review and subscribe to the *Principles*. To assist you, we have attached a recommended process and a sample resolution.

Giving continues to increase in Minnesota as do the number of grantmaking organizations. Membership in the Council is at an all time high of 183 and we have welcomed 7 new members so far in 2008. A recently completed member survey informed us that members place a high value on many different aspects of membership. Highlights of the survey included:

- 93% of members especially value having a statewide association working for the good of the field and to protect the field;
- 91% are drawn to the Council's educational offerings, such as programs that help them learn the craft of grantmaking and best practices in the field.
- 83% indicated the Council helps members stay current on issues affecting the field and helps to strengthen, promote and expand philanthropy; and,
- 79% expressed special interest in having access to information and knowledge of the field that they could not obtain on their own.

You can take great pride in your community of grantmakers. Input from members as well as the results of our recently completed member survey supported the Board's development of the Council's new strategic plan, STRATEGY/2010. This plan upholds the Council's role in providing leadership to the field and setting new standards in practice, effectiveness and accountability. MCF's Board and staff remain committed to offering quality programs and resources and working with members to address areas of emerging and compelling needs.

We are grateful for your continued membership investment and look forward to your continued participation in Minnesota Council on Foundations.

Sincerely,

William R. King
President

Hope you are doing well.

Chuck Peterson
Vice President, Member Relations & Operations

Join us.

2008 Membership Form



Contact Information (please type or print)

Organization Robina Foundation
(full organization name, as it should appear in MCF records)

Address 4900 IDS Center

80 So. 8th St

City, State, Zip Minneapolis, MN 55402

Phone 612 333 2313 Fax 612 333 4182

Website www.robinafoundation.org

Key Contact/Voting Representative (please type or print)

Name Gordon Aarnot

Title President + CEO

E-mail gaarnot@robinafoundation.org

2008 Principles Subscription Verification (signature required)

- ☒ Our Board of Directors has reviewed and subscribed to the new Principles and renewed our commitment.
- ☐ Our organization is a new Council member and...
- ☐ The Board of Directors has reviewed and subscribed to the Principles.
- ☐ We expect to subscribe within one year.

Signature [Signature] Date 4/21/08

2008 Membership Investment

Council membership investments are based on the level of contributions for your most recently completed fiscal year.

1. Application for

- ☐ New Membership
- ☒ Renewing Membership
- ☐ Associate Member (see description on back)

2. For the fiscal year ending 2007 Dec., our organization's total charitable contributions were \$ 2 cash

3. Based on our contributions and the schedule on the back, our membership investment for 2008 is \$ 500.00

- ☒ Our check is enclosed.
- ☐ Please bill us on or after the following date: _____
- ☐ We will send payment by (date): _____

Principles for Minnesota Grantmakers:

(subscription required for membership)

The desire to give is a defining human characteristic. As members of the Minnesota Council on Foundations, we honor diverse charitable expressions across the wide economic, racial, ethnic and social spectrum. We celebrate new and traditional forms of giving that respond to human needs, build community, increase knowledge and promote creative expression. We acknowledge the fundamental roles and responsibilities of engaged individuals and the public, private and nonprofit sectors in a just and equitable society.

As a community of grantmakers, we embrace philanthropy's role in a civil society. We are leading advocates for public policy to sustain robust philanthropy. We work strategically through grantmaking and other means to improve the vitality and health of our communities, to educate our members and the field, and to achieve our collective mission of strengthening and expanding philanthropy. We express a shared commitment to excellence by formally subscribing to the Principles for Grantmakers.

1. Ethics and Law Principle

To sustain public trust by adhering to the highest ethical principles and practices and abiding by all state and federal laws that govern philanthropy.

2. Effective Governance Principle

To achieve effective governance by ensuring performance in the areas of stewardship of assets, donor intent, fiduciary responsibility and sound decision-making.

3. Mission and Goals Principle

To be purposeful in our philanthropy by having a clearly stated mission and explicit goals.

4. Engaged Learning Principle

To foster continuous learning and reflection by engaging board members, staff, grantees and donors in thoughtful dialogue and education.

5. Respectful Relationships Principle

To build constructive relationships with applicants, grantees and donors by ensuring mutual respect, candor, confidentiality and understanding.

6. Transparency Principle

To achieve transparency in our relationships with the public, applicants, grantees and donors by being clear, consistent and timely in our communications with them.

7. Diversity Principle

To reflect and engage the diversity of the communities we serve in our varying roles as grantmakers, boards and employers, economic entities and civic participants.

8. Self-Assessment & Commitment Principle

To uphold the highest standards by regularly assessing ourselves against these principles and committing to implement them.

Adopted by the MCF Board of Directors in 2006;
based on the original 1996 Principles.

OVER >>>



2008 Membership Investment Schedule

We are pleased that the Council has been able to serve its members without raising its membership investment schedule since 2000.

Minnesota-based organizations calculate their membership investment on total U.S. charitable contributions.

Organizations based outside Minnesota calculate their membership investment on total grants made to recipients located in Minnesota only.

NOTE: MCF is a 501(c)(3) organization; therefore, membership investments may be paid in the form of a grant.

Level of Contributions/ Grants Paid	Membership Investment
(1) Under \$50,000	\$500
(2) \$50,000 - \$99,999	\$725
(3) \$100,000 - \$249,999	\$965
(4) \$250,000 - \$499,999	\$1,450
(5) \$500,000 - \$749,999	\$2,175
(6) \$750,000 - \$999,999	\$2,900
(7) \$1 million - \$1,999,999	\$4,225
(8) \$2 million - \$2,999,999	\$5,555
(9) \$3 million - \$3,999,999	\$7,250
(10) \$4 million - \$4,999,999	\$9,650
(11) \$5 million - \$5,999,999	\$12,050
(12) \$6 million - \$8,999,999	\$14,500
(13) \$9 million - \$11,999,999	\$16,950
(14) \$12 million - \$14,999,999	\$19,400
(15) \$15 million - \$19,999,999	\$21,900
(16) \$20 million - \$29,999,999	\$24,500
(17) \$30 million - \$39,999,999	\$27,100
(18) \$40 million - \$49,999,999	\$29,700
(19) \$50 million - \$59,999,999	\$32,300
(20) \$60 million - \$69,999,999	\$34,900
(21) \$70 million - \$79,999,999	\$37,500
(22) \$80 million - \$89,999,999	\$40,100
(23) \$90 million - \$99,999,999	\$42,700
(24) >\$100 million	\$45,300

Associate Member:

\$500

Organization Category

The Minnesota Council on Foundations membership is comprised of several types of organizations. Please indicate the appropriate category for your organization:

- ☐ Private family foundation
- ☒ Private independent foundation
- ☐ Private operating foundation
- ☐ Community foundation
- ☐ Public charity grantmaking foundation
- ☐ Corporate foundation and/or corporate/business giving program
- ☐ Tribal foundation or giving program
- ☐ Other public charity organization that meets *all* of the following criteria:
 - Has as its primary charitable activity the making of grants for religious, educational or scientific purposes; *and*
 - Makes grants to multiple, unrelated organizations rather than to one institution or its affiliates or subsidiaries or to a group of pre-selected recipients; *and*
 - Devotes a significant portion of its charitable budget to its grantmaking program and activities rather than to fundraising
- ☐ Donor-advised fund* (see associate member definition)

* **Associate members** are grantmaking organizations located outside Minnesota with no grantmaking in Minnesota, or donor-advised funds of member community/public foundations.

February 11, 2008

Richard N. Haass, President
Council on Foreign Relations
58 East 68th Street
New York, NY 10021

*award
letter to
CFR*

Dear President Haass:

On behalf of the entire Board of the Robina Foundation, I want to express our sincere appreciation to the Council on Foreign Relations for hosting us at your offices in New York on our recent visit. The accommodation and service were excellent.

As you know, part of our business while there was to consider the pending proposal from the Council for the International Institutions and Global Governance (IIGG) project. We found the time spent in conversation with you and the other members of the staff team very beneficial to increasing our understanding of the project and plans for implementation.

On the whole, the Board of Directors strongly endorses the project as proposed and is ready to commit support. Specifically, the Foundation has agreed to award the Council a grant in the amount of \$6 million to be paid in equal installments over a three year period, beginning in 2008. The first installment of \$2,000,000 will be wired directly to your office from our USBank account. (Jean Sazevich, Managing Consultant, will contact Suzanne Helm for the necessary instructions to execute the wire transfer.)

Consideration of an additional two years of support totaling \$4 million, as requested, will be contingent on the following:

- 1) Receipt of additional funds by the Robina Foundation from the Binger estate; and
- 2) Evidence of adequate progress towards project benchmarks.

In order to help ensure that the second contingency can be met, we ask that the Council send us a document that more clearly lays out what benchmarks it and Robina should use to measure its success on an annual basis for the next three year period. Be sure to note any significant barriers you may encounter that could encumber your progress.

The Foundation would also like the Council to give additional consideration to the following issues during the implementation of the project:

- How, if at all, can the Council work with, or be a resource to, other organizations with a more activist or operational agenda, to help promote its policy recommendations? We understand that the heterogeneous views of your large membership preclude reaching consensus on many of the issues in your proposal. That said, it will be hard to achieve movement if the recommendations do not have some kind of follow-through.

- The Foundation is especially interested in the strategies to be developed for working with non-state actors as delineated in the proposal, and would like to have the opportunity to learn and understand those issues in particular as they develop.

In addition to providing annual written progress reports as described above, the Foundation asks that the Council initiate contact during interim reporting periods to inform us of any significant issues such as changes in key personnel, a project budget reallocation of greater than 10%, or a change in the scope of the project that may impact its ability to achieve desired outcomes.

As part of its ongoing programmatic work, the Foundation may conduct its own evaluation of the project at anytime during the grant period. We will inform you in advance if we wish to conduct an independent evaluation and ask for your cooperation.

Again, the Robina Foundation is pleased to support the Council. We wish you all the best as you move forward and look forward to staying abreast of your work.

Sincerely,

Gordon M. Aamoth, MD
President

cc: Suzanne E. Helm, Vice President for Development

COUNCIL ON FOREIGN RELATIONS

58 EAST 68TH STREET • NEW YORK • NEW YORK 10065
Tel 212 434 9400

THANK YOU

for your recent contribution to the
Council on Foreign Relations.

No goods or services are provided in exchange for your contribution.

Name of Contributor:

Robina Foundation

Date of Contribution:

2/26/08

Amount Received:

\$2,000,000.00

Please keep this receipt for tax purposes.

The Council is a 501(c)(3) not-for-profit organization and is publicly supported as described in 509(a)(1) of the Internal Revenue Code.

Contributions are tax deductible to the extent permitted by law.

IRS Identification Number: 13-1628168

A copy of the Council's last annual report filed with the Attorney General may be obtained from us or from the Attorney General, Charities Bureau, 120 Broadway, New York, NY 10271

Robina Foundation
4900 IDS Center
80 South 8th Street
Minneapolis, MN 55402
Phone: 612-333-2313
Fax: 612-333-0182

FACSIMILE TRANSMISSION FORM

DATE	February 25, 2008
TO	Timothy S. Towle, USBank
FAX #	651-466-8915
FROM	Gordon Aamo, President
SUBJECT	Transfer of \$2,000,000 to Council on Foreign Relations

(Page 1 of 1 Pages)

Tim,

Please wire-transfer \$2,000,000 (two million dollars) to the Council on Foreign Relations per the instructions below. Also please let us know when that transfer takes place, and inform the Council that Robina needs an acknowledgement letter stating the date and amount of the monies transferred. Thank you.

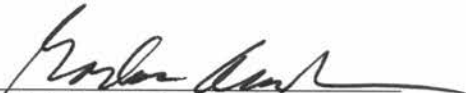
Instructions for Wire Transfer

Funds may be wire-transferred to the Council on Foreign Relations' account at The Bank of New York. The Council's ABA number is: [REDACTED]. The bank account number is: [REDACTED]. The swift number, if necessary, is [REDACTED].

The Council's account is at: The Bank of New York
706 Madison Avenue
New York, NY 10021

When you make a wire transfer, or for more information please contact:

Lena Moy, Gifts Administrator
Council on Foreign Relations, New York
Tel: 212-434-9457
Email: lmoy@cfr.org


Gordon M. Aamo, President
Robina Foundation

March 25, 2008

David Wippman, Dean-Elect
University of Minnesota Law School
Walter F. Mondale Hall, Room 381
229 - 19th Avenue South
Minneapolis, MN 55455

Dear Dean-Elect Wippman:

I am pleased to inform you that the Board of Directors of the Robina Foundation has recently approved a grant in the amount of \$250,000 to the University of Minnesota Law School. The purpose of the grant is to support the various activities presented in your letter to the Foundation dated March 7, 2008. The Board of the Robina Foundation understands that your desire to retain key faculty at the Law School is highly important and is hopeful that this grant will assist you in your efforts.

Payment of the grant, in full, will be made via a wire transfer to the bank account designated by the Law School. We anticipate being able to complete the transaction by April 7, 2008. If you have not already done so, please send wire instructions to Nancy Gilberg, Administrative Consultant at ngilberg@robinafoundation.org. We also require you to send confirmation of receipt of funds to our offices including date and amount.

The Board has also approved the Law School's request to use \$53,471.76 of remaining funds from planning grants made in 2005 and 2006 to help cover the costs of hiring a faculty member to teach the Work of the Lawyer course.

Please send a brief narrative and financial report describing the actual use and the impact of the grant funds to the Foundation offices no later than June 30, 2008. The Board will be interested in how these funds have helped the Law School achieve the goals you have set out at this critical time.

Finally, the Foundation looks forward to receiving the revised request for the Minnesota Model of Legal Education initiative. As we discussed, receipt of that request should also occur by the end of June in order for consideration by the Foundation in August of this year. I am happy to meet to discuss the development of this request as needed.

I wish you all the best as you begin your work at the University of Minnesota Law School.

Sincerely,

Gordon Aamo, President and CEO
Robina Foundation

cc: Thomas Sullivan, Provost

Award
letter
to U of M

file copy - do not
remove

originals to
Nancy to sign
& mail

**ROBINA FOUNDATION
FINANCIAL STATEMENTS**

March 31, 2008

(Compiled)

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Mayer Hoffman McCann P.C.

An Independent CPA Firm

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222 South Ninth Street
Minneapolis, Minnesota 55402
612-339-7811 ph
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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 March 31, 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
April 29, 2008

Robina Foundation
STATEMENTS OF FINANCIAL CONDITION
(Excise Tax Basis)
March 31, 2008 and 2007

	<u>2008</u>	<u>2007</u>
ASSETS		
CURRENT ASSETS		
US Bank checking account	\$ 10,578	\$ 32,656
Prepaid federal excise tax	<u>2,691</u>	<u>2,691</u>
TOTAL CURRENT ASSETS	<u>13,269</u>	<u>35,347</u>
INVESTMENTS		
US Bank	26,225,610	9,641,654
TIFF Mutual Funds	9,168,041	0
Land	<u>0</u>	<u>1,400,000</u>
TOTAL INVESTMENTS	<u>35,393,651</u>	<u>11,041,654</u>
PROPERTY AND EQUIPMENT		
Furniture and fixtures	13,311	0
Less: accumulated depreciation	<u>973</u>	<u>0</u>
TOTAL PROPERTY AND EQUIPMENT	<u>12,338</u>	<u>0</u>
TOTAL ASSETS	<u><u>\$ 35,419,258</u></u>	<u><u>\$ 11,077,001</u></u>
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable	\$ 0	\$ 0
Accrued expenses	0	0
Grants payable	<u>0</u>	<u>0</u>
TOTAL CURRENT LIABILITIES	<u>0</u>	<u>0</u>
NET ASSETS		
Foundation equity	<u>35,419,258</u>	<u>11,077,001</u>
TOTAL NET ASSETS	<u>35,419,258</u>	<u>11,077,001</u>
TOTAL LIABILITIES AND NET ASSETS	<u><u>\$ 35,419,258</u></u>	<u><u>\$ 11,077,001</u></u>

See Accountants' Compilation Report

Robina Foundation
STATEMENTS OF ACTIVITIES
(Excise Tax Basis)

Three Months Ended March 31, 2008 and 2007

	<u>Year-To-Date This Year</u>		<u>Year-To-Date Last Year</u>	
	<u>Amount</u>	<u>%</u>	<u>Amount</u>	<u>%</u>
REVENUES				
Investment income:				
Interest income	\$ 293,472	91.1%	\$ 115,741	35.9%
Dividend income	37,837	11.7	0	0.0
Capital gain distributions	0	0.0	0	0.0
Realized gains and losses	2,037	0.6	0	0.0
Investment fees	(11,135)	3.5	0	0.0
Total investment income	322,211	100.0	115,741	35.9
Contributions	0	0.0	0	0.0
Miscellaneous income	0	0.0	0	0.0
TOTAL REVENUES	322,211	100.0	115,741	35.9
EXPENSES				
Grants paid	2,000,000	620.7	0	0.0
Administrative expenses	98,825	30.7	45,241	14.0
TOTAL EXPENSES	2,098,825	651.4	45,241	14.0
OPERATING INCOME (LOSS)	(1,776,614)	(551.4)	70,500	21.9
Federal excise tax	0	0.0	0	0.0
INCREASE (DECREASE) IN NET ASSETS	(1,776,614)	(551.4)%	70,500	21.9%
NET ASSETS, BEGINNING OF YEAR	37,195,872		11,006,501	
TOTAL NET ASSETS	\$ 35,419,258		\$ 11,077,001	

debit shift office into Grants

See Accountants' Compilation Report

Robina Foundation
SUPPLEMENTARY INFORMATION
SCHEDULES OF ADMINISTRATIVE EXPENSES
(Excise Tax Basis)
Three Months Ended March 31, 2008 and 2007

	<u>Year-To-Date This Year</u>		<u>Year-To-Date Last Year</u>	
	<u>Amount</u>	<u>%</u>	<u>Amount</u>	<u>%</u>
ADMINISTRATIVE EXPENSES:				
Accounting & audit fees	\$ 4,320	1.3	\$ 1,825	1.6
Bank charges	(18)	0.0	213	0.2
Contract services:				
Gordon Aamoth	43,752	13.6	0	0.0
Jean Sazevich	12,500	3.9	0	0.0
Nancy Gilbert	0	0.0	0	0.0
Baker Management	6,855	2.1	0	0.0
Tim Harrison	0	0.0	0	0.0
Other consultants	7,500	2.3	0	0.0
Depreciation expense	475	0.1	0	0.0
Directors' fees	0	0.0	0	0.0
Insurance:				
Directors' and officers	0	0.0	0	0.0
Property	0	0.0	0	0.0
Legal fees	7,914	2.5	35,399	30.6
Meeting expense	8,454	2.6	7,602	6.6
Miscellaneous expense	0	0.0	1	0.0
Office supplies	408	0.1	0	0.0
Parking & mileage	1,221	0.4	0	0.0
Postage & delivery	781	0.2	0	0.0
Printing, web design & maintenance	158	0.0	0	0.0
Rent expense	3,542	1.1	0	0.0
Telephone & internet	963	0.3	201	0.2
TOTAL ADMINISTRATIVE EXPENSES	\$ 98,825	30.7	\$ 45,241	39.1

See Accountants' Compilation Report

Robina Foundation
SUPPLEMENTARY INFORMATION
SCHEDULES OF ADMINISTRATIVE EXPENSES WITH BUDGETS
(Excise Tax Basis)
Three Months Ended March 31, 2008

	<u>Year-To-Date This Year</u>		
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
ADMINISTRATIVE EXPENSES:			
Accounting & audit fees	\$ 4,320	\$ 3,750	\$ (570)
Bank charges	(18)	125	143
Contract services:			
Gordon Aamoth	43,752	43,750	(2)
Jean Sazevich	12,500	13,580	1,080
Nancy Gilbert	0	0	0
Baker Management	6,855	6,855	0
Tim Harrison - Robina			
Land Maintenance	0	0	0
Other consultants	7,500	2,500	(5,000)
Depreciation expense	475	476	1
Directors' fees	0	0	0
Insurance:			
Directors' and officers	0	1,250	1,250
Property	0	0	0
Legal fees	7,914	7,500	(414)
Meeting expense	8,454	5,000	(3,454)
Membership dues	0	125	125
Miscellaneous expense	0	250	250
Office expense	0	125	125
Office supplies	408	250	(158)
Parking & mileage	1,221	375	(846)
Postage & delivery	781	125	(656)
Printing, web design & maintenance	158	250	92
Professional development	0	1,250	1,250
Publications & subscriptions	0	125	125
Rent expense	3,542	4,500	958
Telephone & internet	963	900	(63)
TOTAL ADMINISTRATIVE EXPENSES	<u>\$ 98,825</u>	<u>\$ 93,061</u>	<u>\$ (5,764)</u>

See Accountants' Compilation Report