



[Robina Foundation](#)

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**ROBINA FOUNDATION**  
**Board Meeting**

**Conference Call**

**Tuesday, November 16, 2010**  
**11 a.m. – 1 p.m. (CST)**

# ROBINA FOUNDATION

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**TO: Robina Foundation Board of Directors**  
**FROM: Penny Hunt**  
**RE: Material for November 16, 2010 Board Meeting**  
**DATE: November 9, 2010**

The agenda for the November 16 conference call is full. We may have to talk fast!

Please note the following:

**Tab 3:** Material concerning the Foundation's finances includes detail on venture capital assets in Jim Binger's estate. Board Members requested this detail at the August Board Meeting.

**Tab 4:** Tab 4 of the Board Book includes a revised version of the draft material on Robina's Grant Program, which I sent to you several weeks ago. I look forward to a thoughtful discussion of this material and the Foundation's process to move the grant program forward.

**Tab 5:** In addition to quarterly reports, information from CFR, the U of M, Yale Law School and Yale School of Drama includes their proposals for use of the recently-approved extension grants. As requested by the Board at the August meeting, Penny Wheeler has provided ANW's ideas for potential future support.

Please feel free to contact me if you have questions or comments before the meeting.

# **Robina Foundation Board of Directors Meeting**

## **Conference Call**

**Tuesday, November 16, 2010**

**11 a.m. to 1 p.m. (CST)**

### **Participant Instructions:**

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

| <b>Time</b> | <b>Agenda Item</b>                                                                                                                                                                                                                                                                                                                                              | <b>Tab #</b> |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| 11:00 a.m.  | <b>Welcome and Call to Order – Crosby</b>                                                                                                                                                                                                                                                                                                                       |              |
| 11:05 a.m.  | <b>Minutes of August 2010 Board Meeting – Schroeder - Action</b>                                                                                                                                                                                                                                                                                                | <b>1</b>     |
| 11:10 a.m.  | <b>Executive Director's Report – Hunt</b>                                                                                                                                                                                                                                                                                                                       | <b>2</b>     |
| 11:20 a.m.  | <b>Governance – Crosby</b> <ul style="list-style-type: none"><li>• Lead Directors</li></ul>                                                                                                                                                                                                                                                                     |              |
| 11:30 a.m.  | <b>Treasurer's Report – Crosby</b> <ul style="list-style-type: none"><li>• Assets and Grants</li><li>• Assets Summary</li><li>• Reports<ul style="list-style-type: none"><li>➤ US Bank</li><li>➤ TIFF</li><li>➤ JP Morgan</li></ul></li><li>• Venture Capital Detail from J.P. Morgan</li><li>• Investment Management</li></ul><br><b>Legal Report - Crosby</b> | <b>3</b>     |
| 11:45 a.m.  | <b>Grant Program – Draft Guidelines and Strategies - Hunt</b>                                                                                                                                                                                                                                                                                                   | <b>4</b>     |
| 12:30 p.m.  | <b>Grants – Hunt</b> <ul style="list-style-type: none"><li>• Grant Spread Sheet</li><li>• Quarterly Reports – Abbott, CFR, U of M, Yale Law, Yale Drama<ul style="list-style-type: none"><li>➤ Extension Grants – CFR, U of M, Yale Law, Yale Drama - Action</li></ul></li><li>• Aspen Institute Update</li></ul>                                               | <b>5</b>     |
| 12:55 p.m.  | <b>Other Business</b> <ul style="list-style-type: none"><li>• Future Board Meeting Dates</li></ul>                                                                                                                                                                                                                                                              | <b>6</b>     |
| 1:00 p.m.   | <b>Adjournment</b>                                                                                                                                                                                                                                                                                                                                              |              |

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**Robina Foundation Annual Meeting  
Meeting Minutes  
August 24-25, 2010**

The annual meeting of the Board of Directors of the Robina Foundation, a Minnesota nonprofit corporation, was held on August 24 and 25, 2010 at the offices of Faegre & Benson in Minneapolis, MN.

Directors present: Gordon Aamoth, Kathleen Blatz, Thomas Crosby, Peter Karoff, and Steve Schroeder.

Staff present: Penny Hunt, Executive Director, and Nancy Gilberg, Administrative Consultant.

Guests present afternoon of August 23 and morning of August 24: Harvey Dale and Bill Roberts from The Atlantic Philanthropies.

Carrie Kwapick, OfficeTeam temporary employee, was present and served as recorder.

**August 24, 2010**

**Call to Order and Welcome**

Crosby, Chair, called the meeting to order and welcomed Board Members and guests Harvey Dale and Bill Roberts.

**Sunsetting and Related Issues**

Board Members and guests continued the conversation that had started at the Minneapolis Club on August 23 at 4:00 p.m. Crosby acknowledged that the Robina Board has a number of big topics to consider including the proper time period for the Foundation, the investment program, communication with grantees and the composition of the Board. Karoff added the issue of Robina's goals with each institution and suggested that the Foundation do a "deep dive" with each institution to form the Board's strategies. Roberts urged flexible timelines with the four institutions. Dale stressed that the end of the Foundation can be "soft" rather than abrupt and that it is important to support leaders with passion and momentum to move their ideas forward. Board Members supported Roberts' and Dale's suggestion that Robina carve out a "discretionary fund" for special projects outside of the regular grants. While Board Members expressed interest in cooperation/collaboration among Robina grantees, all acknowledged, and Dale and Roberts agreed, that this would be very difficult and, thus, shouldn't be a requirement.

Crosby thanked Harvey and Bill for participating in the Board Meeting and for providing Board Members with their ideas on the various issues facing the Robina Foundation.

Following a discussion about the pros and cons of setting a date to sunset the Foundation,

A motion was made and seconded that the Robina Foundation is a foundation of limited duration with the current horizon of no more than 15 years, with the understanding that the Foundation's support of exemplary programs of its four institutions could result in a shorter duration. The motion was unanimously approved.

*Heather  
Gardner Dec. 31, 2025*

Board Members acknowledged the need to establish operating guidelines to facilitate the Foundation's work with its four institutions. Hunt agreed to draft guidelines and procedures based on the Board's discussions.

### **Investment Strategy**

Crosby updated the Board on discussions with USBank, JP Morgan and Northern Trust concerning investment approaches for a time-limited foundation. Each provided options for the investment of Robina's assets. While Crosby favors USBank, he isn't prepared at this time to make a recommendation and asked for someone to work with him on possible strategies.

A motion was made and seconded to seek the assistance of a professional investment provider or a volunteer to work with the Foundation to determine the investment strategy and provider. The motion was unanimously approved.

### **Abbott Northwestern Hospital**

Drs. Penny Wheeler and Richard Adair and Kim Radel from Abbott Northwestern Hospital and Jon Christianson from the University of Minnesota Public Health Department joined Board Members to provide an update on Abbott's Care Guides in the Primary Care Office program funded by the Robina Foundation.

Drs. Wheeler and Adair showed a video describing the program and emphasized the importance of Robina funding to develop and implement this innovative program. A key goal of the program is evaluation of the efficacy of this model to provide quality care at the lowest cost and dissemination of the findings to the broader health care community. Abbott's staff are very encouraged by the results of Phase 1 and the interest generated within Allina and the health care community. Development of a tool kit to facilitate replication of the program is underway. Board Members emphasized the importance of disseminating information on the Care Guides program as broadly as possible. Board Members asked if Abbott needed additional help with communications regarding Phase 1 results, and the Abbott team indicated that they would seek such assistance if needed.

Phase 2's formal randomized trial designed to evaluate efficacy of care guides in a spectrum of clinics is underway.

Dr. Wheeler provided Board Members with a list of "Phase 3 Robina Considerations," emphasizing the potential of programs focused on late life care and integrating mental health services with medical care. Board Members agreed to provide feedback on these two programs within the next several months. It was acknowledged that the intertwined nature of Abbott and Allina will form the decisions about Phase 3.

### **University of Minnesota Law School**

David Wippman, Dean of the University of Minnesota Law School, joined the Board Meeting to discuss the Law School's program on Law, Public Policy, and Society (LaPPS) supported by the Robina Foundation. Dean Wippman emphasized the challenges facing the Law School (reduced support from the University, need for more philanthropic dollars, difficult job environment for graduates, the Law School's ranking) as well as the University's successful hiring of key faculty for the LaPPS program, implementation of capstone courses, addition of a human rights clinic, and high student interest in human rights.

Following Dean Wippman's departure, Board Members discussed Robina's grants to Abbott and the University of Minnesota. Board Members emphasized the importance of dissemination/communication of the results of the Care Guide program and wondered if Robina could support that in some way. Board Members agreed on the need for an in-depth discussion with Dean Wippman to determine how Robina can best assist the Law School as part of Robina's next round of grants.

A motion was made and seconded to approve the third year of funding to Abbott Northwestern Hospital and the University of Minnesota: \$2,373,232 to Abbott payable in December and \$1,480,338 to the University of Minnesota Law School payable in September. The motion was unanimously approved.

**The first day's meeting was adjourned at 4:00 p.m.**

**August 25, 2010**

**Welcome and Call to Order**

Crosby, Chair, called the meeting to order and welcomed Board Members to the second day of Robina Foundation's Annual Meeting.

**Minutes of the May 18, 2010 Board Meeting**

A motion made and seconded to approve the Minutes of the May 18, 2010 meeting was approved unanimously.

**Governance**

Election of Board Members and Officers

A motion was made and seconded to elect Crosby to a second term on the Board and to elect Schroeder and Aamoth to a third term. The motion was unanimously approved.

A motion was made and seconded to continue the officers elected at the February 24, 2010 Board Meeting. The motion was unanimously approved.

Conflict of Interest Policy/Board Member Disclosure

Board Members were asked to complete and return the "Conflict of Interest Acknowledgement" form included in the Board Book. All Board Members and the Executive Director signed the form without issue.

Compensation of Board Members

Board Members discussed material from the Association of Small Foundations on compensation of foundation board members and the recommendation that Robina Board Members continue to receive \$10,000 for service on the Board. Board members agreed with this recommendation, with the understanding that an increase may be appropriate if the work of Board Members increases significantly.

Additional Board Members

Board Members expressed continued interest in adding Susan Berresford as a Board Member. Hunt was instructed to talk with Susan about attending the Robina Board Meeting in February in Washington DC.

**Executive Director's Report**

Key Activities Since May Board Meeting

Hunt summarized her work since the last Board Meeting, which included finalizing letters to Robina grantees describing one-year grant extensions, research regarding sunseting foundations and discussions with foundation executives of time-limited foundations, preliminary meetings regarding possible investment strategies, meetings and communications with grantees, and preparation for the annual meeting.

### Reflections on First Eight Months

Hunt indicated that the job description developed by Spencer Stuart accurately describes the work she has been doing and clearly describes the role of the executive director. Grantees seem to understand the role of the executive director as distinguished from the role of board members and seem comfortable with the role.

The work of the executive director has been quite steady – about 15 hours per week. Research on the Robina Foundation and foundations that sunset, and developing relationships with grantees, Board Members and Nancy have been the focus of work during the first eight months.

### Going Forward

Key work in the coming months will include strategy and guideline development, work with grantees regarding Phase 2 of Robina Foundation grants, and development of plans for the Board's February meeting at the Council on Foreign Relations. Hunt anticipates that development and implementation of Robina's Phase 2 grants will include the involvement of consultants who specialize in issues of Robina grantees. Strategies aimed at helping the Board understand the work of the Robina institutions will be key to the Foundation's relationship with its grantees.

### Lead Directors

Board Members and Hunt discussed the role of Robina's Lead Directors and agreed to revisit this at the next board meeting. All agreed that implementation of the Lead Directors strategy to date has added value to the operation of the Foundation and acknowledged that it will be important to discuss the role of Lead Directors each year to assess implementation of the program. Rotating Lead Directors may be an appropriate practice and should be discussed further.

### Treasurer's Report

Crosby provided the Board with a new report detailing the Foundation's assets since December 31, 2007 along with the cumulative grants paid by the Foundation. This report will be updated each quarter with the addition of a column showing outstanding commitments.

As of June 30, 2010, the Foundation's assets totaled \$123,001,620. Crosby noted that our yield on bonds in our USBank Investment Account is about 2.5% because we are in corporate rather than government bonds. Aamoht suggested that we implement a collection process with respect to the "Other Assets" in the Binger Estate held by JP Morgan. Crosby indicated that he would undertake to determine whether some assets should be written off as bad debts. Board Members requested more information on the Estate's "Venture Capital" and suggested that Crosby and Hunt contact the resident of 301 Clifton to determine the feasibility of buying out her life estate.

Crosby expressed the belief that fees to JP Morgan and McDermott, Will and Emery in connection with settling the estate have been substantial and indicated that he intends to explore having those fees audited.

### Legal Report

Crosby explained that a stipulation was signed with the IRS in early August, resolving all of the issues. He noted that one complication with respect to the IRS Refund is that the Estate is owed \$16 million, but the Binger family owes the IRS about \$7 million. If the IRS nets the refund so that the Estate receives only \$9 million, the Binger family will provide the estate with

the \$7 million plus interest on the \$16 million from the IRS. Further, the gift tax refund must be approved by a committee of Congress.

## **Grants**

### **Council on Foreign Relations**

As in the past, Board Members expressed difficulty understanding the impact of CFR's International Institutions: Global Governance program. While this year's report includes examples of outcomes that are an outgrowth of CFR's publications and meetings, it is not clear how this work is changing the way international institutions operate. Evaluating CFR's work is difficult because we have no idea when work in this area is going to end so that we should move on to something else. Karoff suggested that we fund an independent assessment of the program to help the Board understand its effectiveness. Board Members directed Hunt to speak with Stewart Patrick about the Board's questions and the possibility of an assessment.

A motion was made and seconded to approve payment of \$2,000,000 to the Council on Foreign Relations as the third year of funding to support CFR's International Institutions: Global Governance program. The motion was unanimously approved.

### **Yale School of Drama**

Board Members confirmed that Yale School of Drama's report shows that the school is on track with the objectives of the Robina grant, although the production enhancement fund is in its early stage of implementation. The Mellon Foundation's \$1 million grant to support the Center for New Theatre evidences the value and potential of the Center. Board Members suggested that it would be interesting to speak with staff at the Mellon Foundation to learn their perspective on the Center for New Theatre and discuss possible collaboration with Robina.

A motion was made and seconded to approve payment of \$1,350,000 to Yale School of Drama as the third year of funding to support YSD's Center for New Theatre.

### **Yale Law School**

Hunt reported on changes in the development office at Yale Law School and the Law School's recent hiring of a project manager for the Robina Human Rights Program. Board members questioned whether the program is benefitting the human rights field as originally envisioned and urged probing to understand the value of the program.

## **Strategies / Guidelines for Phase 2 Grants**

The Board briefly discussed several details concerning the Foundation's Phase 2 grants to be discussed further at the November Board Meeting.

## **Executive Session**

The Board met in Executive Session to discuss compensation of the executive director.

## **Adjournment**

There being no other business, the meeting was adjourned.

## **Respectfully Submitted,**

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**Steven A. Schroeder, Secretary**

**Date**



**ROBINA FOUNDATION  
BOARD OF DIRECTORS MEETING  
November 16, 2010**

**EXECUTIVE DIRECTOR'S REPORT**

**Work with Grantees**

Abbott Northwestern

In addition to providing Abbott with feedback on the August Board Meeting presentation, I contacted Penny Wheeler to obtain more information on the two possibilities for future support which interested the Board. Penny provided information on the two initiatives discussed at the August Meeting, as well as a description of a third program. (This information is included at Tab 5 with Abbott's quarterly report.) When the Board met with Penny and Dick Adair, we agreed to provide Abbott with feedback on those options. Penny mentioned that they may seek additional funding from Robina to support efforts to communicate the results of the Care Guide Program.

University of Minnesota Law School

At the August Board Meeting, Board Members expressed interest in doing a "deep dive" with the U of M and with Yale as part of Robina's effort to develop its future grant program and to understand how best to identify ways to provide funding that will transform Robina's Grantees. To start that process, I met with Dean Wippman to introduce the idea and talk about possible approaches. He is very enthusiastic about the approach and the timing, which works well with the Law School's plans to launch a fundraising campaign.

I attended a dinner honoring Andrew Ashworth, one of the visiting professors funded by Robina's grant to support LaPPS. The dinner also provided an opportunity for me to meet and talk with Criminal Justice Faculty members Fionnuala Ni Aolain and Barry Feld, as well as U of M alums involved in the criminal justice system.

Council on Foreign Relations

I met with Stewart Patrick in September to provide feedback from the Board's discussion of CFR's annual report and to talk about the Robina Foundation Board Meeting at CFR in February. Among other things, I talked with Stewart about the Board's interest in discussing an independent assessment of the IIGG program to help us and CFR focus on evaluation of the program. Presumably, the assessment would include recommendations on how to increase the impact of CFR's work. We discussed that a portion of the additional funding Robina has agreed to provide could be used to fund the assessment. Stewart agreed to discuss this with others at CFR and that this would be a subject for discussion at the February meeting.

We also discussed how CFR links with advocacy organizations that seek to address the issues or advance the recommendations CFR develops in the course of its research and convening. Although Stewart stressed CFR's member-based, non-political nature, he indicated that organizations that are interested in CFR's work on a particular issue are invited to CFR roundtables, etc. I urged him to talk about those linkages when the Robina Board meets at CFR.

Stewart and I roughed out a schedule for the Board's meeting with CFR in February. Gordy and I talked with Stewart further about plans for the board meeting and CFR's work at a meeting in Minneapolis on November 8.

In early October I attended CFR's annual dinner in New York City. The dinner, which was attended by several hundred of CFR's major individual and corporate donors, featured a discussion of the global economy and trade policies by James Owens, Chairman of Caterpillar, and Fred Smith, CEO of FedEx.

#### Yale University

Following attendance at CFR's dinner in New York City, I took the train to New Haven to meet with various people at Yale. I particularly wanted to meet with our new contact in the development department at Yale Law School and the newly-hired Administrative Coordinator of the Robina Initiative in Human Rights. My visit enabled me to meet with Inge Reichenbach to fill her in on the Board's discussions concerning sunseting and to talk about the "deep dive" the Board would like to conduct with Yale. We discussed the goals of the deep dive, timing (sometime between November and the February Board Meeting), and attendees. Like David Wippman, Inge expressed enthusiasm for the idea.

#### Yale School of Drama

In addition to working with Deborah Berman to clarify the information the Board needs with respect to the additional year of funding, I met with Dean Bundy during my visit to Yale. Among other things, I talked with Dean Bundy about the Board's interest in learning more about the Mellon Foundation's grant to support the Center for New Theater and discussing the grant and the Center with appropriate staff at the Mellon Foundation. Subsequent to our meeting, Dean Bundy introduced me via email to Susan Feder, a senior program officer at the Mellon Foundation. I have followed up with Susan and plan to schedule a conversation or meeting in the near future. (In my conversation with Inge, she offered to also introduce us to the head of the foundation. That contact is moving forward.)

#### Yale Law School

During my visit, I met with Kate Norton, Associate Director of Development, who replaced Kenna Barrett as our development contact at the Law School, Katie Lawder, Robina Human Rights Fellowship Initiative Coordinator, Jim Silk, Clinical Professor of Law and Executive Director of the Schell Center for International

Human Rights, Dean Robert Post and several students who received fellowships from the Robina grant.

You will recall that we have been concerned about YLS's delay in hiring a Project Director for the Robina Initiative, as contemplated by the grant proposal. This delay resulted, among other things, in a delay in the development and implementation of an assessment of the Robina Initiative and its component parts as well as efforts to reach out to the broader Yale community and the human rights arena. The goal of my meetings was to understand better how the Robina Initiative was being implemented, its relationship to the Schell Center, the role of the Administrative Coordinator, and to discuss the "Assessment Methodology" developed in late summer. Peter and I worked together to articulate our questions and concerns.

I learned, first and foremost, that numerous activities are taking place to develop a "community of interest" in the human rights arena. These range from receptions for Robina-funded students to speakers and panel discussions. The hiring of the Administrative Coordinator will bring more structure to these efforts and will increase outreach to the broader Yale community and beyond. While a formal assessment process has not been part of the program, student evaluations of summer internships have touched on the impact of the experience. (More information on Yale Law School's work is included with the quarterly report at Tab 5.)

#### **Susan Berresford**

At the Board's direction, as part of efforts to stay in contact with Susan Berresford, I contacted Susan following the August Board Meeting to fill her in on the Board's meeting with Harvey Dale and Bill Roberts and to see if she planned to attend the CFR Annual Dinner. Unfortunately, she was out of town and unable to attend. Tom contacted Susan to invite her to attend the Board Meeting in February. She will join the Board for dinner on Monday night and will participate in the day-long meeting with CFR and the dinner on Tuesday night.

#### **Miscellaneous**

I've attached information from the Minnesota Council on Foundations ranking Minnesota foundations by grants paid and assets.



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### Top 25 Minnesota Private Foundations, 2009\*

Largest private family and independent foundations based in Minnesota  
ranked by grants and program-related investments (PRIs) paid in 2009

(Source: Minnesota Council on Foundations, October 2010)

| 2009<br>Rank | Foundation                                                | Grants/PRIs<br>Paid | Grants/PRIs<br>paid in MN | Foundation<br>Assets | Fiscal<br>Year End | 2008 Rank |
|--------------|-----------------------------------------------------------|---------------------|---------------------------|----------------------|--------------------|-----------|
| 1            | The McKnight Foundation                                   | \$108,939,191       | \$73,041,832              | \$1,892,753,000      | 12/31/09           | 1         |
| 2            | Fred C. and Katherine B. Andersen Foundation              | \$34,003,350        | \$13,762,390              | \$468,051,581        | 12/31/09           | 2         |
| 3            | Bush Foundation                                           | \$28,565,424        | \$20,457,061              | \$703,000,000        | 12/31/09           | 3         |
| 4            | Carl and Eloise Pohlad Family Foundation                  | \$24,201,585        | \$23,670,355              | \$100,567,106        | 12/31/09           | 8         |
| 5            | Otto Bremer Foundation                                    | \$23,535,492        | \$15,407,035              | \$562,287,531        | 12/31/09           | 4         |
| 6            | Richard M. Schulze Family Foundation                      | \$14,709,350        | \$14,709,350              | \$77,429,353         | 12/31/09           | 16        |
| 7            | Northwest Area Foundation                                 | \$13,392,631        | \$2,345,957               | \$399,244,346        | 3/31/10            | 6         |
| 8            | GHR Foundation <sup>1</sup>                               | \$12,735,485        | \$5,210,900               | \$278,919,779        | 12/31/09           | —         |
| 9            | The Jay and Rose Phillips Family Foundation               | \$9,863,916         | \$6,022,937               | \$162,000,000        | 12/31/09           | 7         |
| 10           | Margaret A. Cargill Foundation <sup>2</sup>               | \$9,679,762         | \$354,862                 | \$1,907,998,965      | 12/31/09           | —         |
| 11           | Blandin Foundation                                        | \$9,217,801         | \$9,217,801               | \$386,166,167        | 12/31/09           | 5         |
| 12           | WEM Foundation                                            | \$8,690,716         | \$1,119,742               | \$237,575,142        | 12/31/09           | 10        |
| 13           | Robina Foundation                                         | \$7,690,558         | \$3,809,983               | \$42,276,289         | 12/31/09           | 11        |
| 14           | Healthier Minnesota Community Clinic Fund <sup>3</sup>    | \$6,898,422         | \$6,742,108               | \$19,893,998         | 12/31/08           | 18        |
| 15           | F.R. Bigelow Foundation                                   | \$6,859,575         | \$6,859,575               | \$123,807,196        | 12/31/09           | 9         |
| 16           | Alliss Educational Foundation                             | \$4,000,000         | \$4,000,000               | \$92,741,697         | 12/31/09           | 13        |
| 17           | The Curtis L. Carlson Family Foundation                   | \$3,994,184         | \$3,144,233               | \$80,124,000         | 12/31/09           | 12        |
| 18           | Andreas Foundation                                        | \$3,794,138         | \$1,015,000               | \$72,854,322         | 11/30/09           | 14        |
| 19           | I. A. O'Shaughnessy Foundation, Incorporated <sup>3</sup> | \$3,760,894         | \$1,155,000               | \$70,000,000         | 12/31/08           | 17        |
| 20           | Muriel Whiteside Charitable Trust <sup>3</sup>            | \$2,904,101         | \$2,904,101               | \$11,665,815         | 12/31/08           | —         |
| 21           | Jerome Foundation                                         | \$2,899,081         | \$1,651,550               | \$72,708,568         | 4/30/10            | —         |
| 22           | Hardenbergh Foundation                                    | \$2,815,000         | \$2,682,000               | \$66,598,000         | 12/31/09           | 25        |
| 23           | The Phileona Foundation <sup>3</sup>                      | \$2,722,515         | \$1,003,015               | \$8,510,334          | 9/30/08            | —         |
| 24           | Patrick and Aimee Butler Family Foundation                | \$2,658,435         | \$2,365,750               | \$55,795,725         | 12/31/09           | 22        |
| 25           | George Family Foundation                                  | \$2,572,965         | \$1,241,520               | \$50,264,885         | 12/31/09           | 21        |

\* The 2009 research year includes grantmakers' financial information from fiscal years ending between June 1, 2009, and May 31, 2010, unless otherwise noted. For further information about Minnesota Annual Grantmaker Rankings methodology, see [www.mcf.org/MCF/giving/rankings/methodology.pdf](http://www.mcf.org/MCF/giving/rankings/methodology.pdf).

<sup>1</sup> The GHR Foundation is listed for the first time because the organization was previously located in Florida.

<sup>2</sup> Incorporated in Minnesota in 2007, the foundation is still ramping up operations. Approximately \$1.7 billion in assets still held by the estate are not yet available for grantmaking.

<sup>3</sup> Figures are for 2008, the latest year for which data are available.



**Top 50 Minnesota Grantmakers by Grants Paid, 2009\***  
Largest foundations and corporate grantmakers based in Minnesota  
ranked by grants, corporate giving, and program-related investments (PRIs) paid in 2009  
(Source: Minnesota Council on Foundations, October 2010)

| 2009 Rank | Foundation/Corporate Grantmaker                                                | Grants/PRIs/<br>Corporate<br>Giving Paid <sup>1</sup> | Grants/PRIs/<br>Corporate<br>Giving Paid<br>in MN | Foundation<br>Assets | Fiscal Year<br>End                    | 2008 Rank |
|-----------|--------------------------------------------------------------------------------|-------------------------------------------------------|---------------------------------------------------|----------------------|---------------------------------------|-----------|
| 1         | Target Foundation & Corporation                                                | \$133,941,814                                         | \$26,165,630                                      | \$28,323,444         | 1/31/10                               | 1         |
| 2         | The McKnight Foundation                                                        | \$108,939,191                                         | \$73,041,832                                      | \$1,892,753,000      | 12/31/09                              | 2         |
| 3         | General Mills Foundation & Corporation                                         | \$78,885,707                                          | \$16,750,112                                      | \$78,602,121         | 5/31/10                               | 3         |
| 4         | Minnesota Community Foundation and The Saint Paul Foundation <sup>2</sup>      | \$58,384,380                                          | n/a <sup>3</sup>                                  | \$827,809,633        | 12/31/09                              | 4         |
| 5         | Medtronic Foundation & Corporation                                             | \$57,552,529                                          | \$11,355,058 <sup>4</sup>                         | \$83,532,376         | 4/30/10                               | 7         |
| 6         | Cargill Foundation & Cargill Incorporated                                      | \$54,591,000                                          | \$9,423,000 <sup>5</sup>                          | \$125,876,000        | 12/31/09 &<br>5/31/10<br>respectively | 5         |
| 7         | UnitedHealth Group & United Health Foundation <sup>6</sup>                     | \$48,299,074                                          | \$2,652,172                                       | \$83,745,000         | 12/31/09                              | 6         |
| 8         | The Minneapolis Foundation <sup>7</sup>                                        | \$38,095,970                                          | \$30,852,852                                      | \$562,628,618        | 3/31/10                               | 8         |
| 9         | Fred C. and Katherine B. Andersen Foundation                                   | \$34,003,350                                          | \$13,762,390                                      | \$468,051,581        | 12/31/09                              | 10        |
| 10        | Shakopee Mdewakanton Sioux Community                                           | \$30,280,041                                          | n/a                                               | n/a                  | 9/30/09                               | 9         |
| 11        | Bush Foundation                                                                | \$28,565,424                                          | \$20,457,061                                      | \$703,000,000        | 12/31/09                              | 11        |
| 12        | 3M Foundation & Corporation                                                    | \$25,047,000                                          | \$15,687,000                                      | \$34,800,000         | 12/31/09                              | 14        |
| 13        | Carl and Eloise Pohlrad Family Foundation                                      | \$24,201,585                                          | \$23,670,355                                      | \$100,567,106        | 12/31/09                              | 25        |
| 14        | Otto Bremer Foundation                                                         | \$23,535,492                                          | \$15,407,035                                      | \$562,287,531        | 12/31/09                              | 13        |
| 15        | Best Buy Children's Foundation & Corporation                                   | \$21,747,998                                          | \$7,034,641 <sup>8</sup>                          | n/a                  | 2/28/10                               | 12        |
| 16        | U.S. Bancorp Foundation                                                        | \$20,626,031                                          | \$3,431,785                                       | \$13,488,707         | 12/31/09                              | 15        |
| 17        | Travelers Companies, Inc. and Travelers Foundation                             | \$17,152,501                                          | \$8,249,461                                       | \$156,548            | 12/31/09                              | 17        |
| 18        | Thrivent Financial for Lutherans Foundation & Corporation <sup>9</sup>         | \$17,087,310                                          | \$5,450,056                                       | \$74,460,000         | 12/31/09                              | 16        |
| 19        | Richard M. Schulze Family Foundation                                           | \$14,709,350                                          | \$14,709,350                                      | \$77,429,353         | 12/31/09                              | 41        |
| 20        | Northwest Area Foundation                                                      | \$13,392,631                                          | \$2,345,957                                       | \$399,244,346        | 3/31/10                               | 19        |
| 21        | GHR Foundation <sup>10</sup>                                                   | \$12,735,485                                          | \$5,210,900                                       | \$278,919,779        | 12/31/09                              | —         |
| 22        | St. Jude Medical Inc. & Foundation                                             | \$12,285,343                                          | \$1,073,975                                       | n/a                  | 12/31/09                              | 20        |
| 23        | Wells Fargo Foundation Minnesota & Wells Fargo Bank Minnesota <sup>11</sup>    | \$10,034,694                                          | \$10,034,694                                      | \$400,000,000        | 12/31/09                              | 22        |
| 24        | The Jay and Rose Phillips Family Foundation                                    | \$9,863,916                                           | \$6,022,937                                       | \$162,000,000        | 12/31/09                              | 23        |
| 25        | Xcel Energy Foundation & Corporate Citizenship                                 | \$9,697,493                                           | \$3,283,114                                       | \$3,042,840          | 12/31/09                              | 21        |
| 26        | Margaret A. Cargill Foundation <sup>12</sup>                                   | \$9,679,762                                           | \$354,862                                         | \$1,907,998,965      | 12/31/09                              | —         |
| 27        | Blandin Foundation                                                             | \$9,217,801                                           | \$9,217,801                                       | \$386,166,167        | 12/31/09                              | 18        |
| 28        | The Mosaic Company                                                             | \$8,887,868                                           | \$487,766                                         | \$10,000,000         | 5/31/10                               | 26        |
| 29        | WEM Foundation                                                                 | \$8,690,716                                           | \$1,119,742                                       | \$237,575,142        | 12/31/09                              | 28        |
| 30        | The Hormel Foundation                                                          | \$7,745,727                                           | \$7,745,727                                       | \$296,926,463        | 11/30/09                              | 30        |
| 31        | Robina Foundation                                                              | \$7,690,558                                           | \$3,809,983                                       | \$42,276,289         | 12/31/09                              | 32        |
| 32        | Lutheran Community Foundation                                                  | \$7,312,793                                           | \$1,559,327                                       | \$217,535,009        | 12/31/09                              | 24        |
| 33        | Ameriprise Financial, Inc.                                                     | \$7,261,413                                           | \$1,126,000 <sup>13</sup>                         | n/a                  | 12/31/09                              | 29        |
| 34        | Healthier Minnesota Community Clinic Fund <sup>14</sup>                        | \$6,898,422                                           | \$6,742,108                                       | \$19,893,998         | 12/31/08                              | 46        |
| 35        | Catholic Community Foundation in the Archdiocese of Saint Paul and Minneapolis | \$6,892,571                                           | n/a                                               | \$143,936,401        | 6/30/09                               | 33        |
| 36        | F.R. Bigelow Foundation                                                        | \$6,859,575                                           | \$6,859,575                                       | \$123,807,196        | 12/31/09                              | 27        |
| 37        | Ecolab Foundation & Corporation                                                | \$5,825,907                                           | \$3,387,395                                       | n/a                  | 12/31/09                              | 35        |
| 38        | Central Minnesota Community Foundation                                         | \$4,720,800                                           | n/a                                               | \$50,366,689         | 6/30/09                               | 31        |
| 39        | Alliss Educational Foundation                                                  | \$4,000,000                                           | \$4,000,000                                       | \$92,741,697         | 12/31/09                              | 38        |
| 40        | The Curtis L. Carlson Family Foundation                                        | \$3,994,184                                           | \$3,144,233                                       | \$80,124,000         | 12/31/09                              | 37        |
| 41        | The Pentair Foundation                                                         | \$3,842,786                                           | \$1,452,761                                       | \$2,747,246          | 12/31/09                              | 36        |
| 42        | Andreas Foundation                                                             | \$3,794,138                                           | \$1,015,000                                       | \$72,854,322         | 11/30/09                              | 39        |
| 43        | I. A. O'Shaughnessy Foundation, Incorporated <sup>14</sup>                     | \$3,760,894                                           | \$1,155,000                                       | \$70,000,000         | 12/31/08                              | 42        |

|    |                                                      |             |                           |               |          |    |
|----|------------------------------------------------------|-------------|---------------------------|---------------|----------|----|
| 44 | Hormel Foods Corporation Charitable Trust            | \$3,137,125 | \$2,633,263               | \$458,119     | 12/31/09 | —  |
| 45 | Deluxe Corporation Foundation/Deluxe Corporation     | \$3,011,049 | \$1,351,040               | \$25,930,231  | 12/31/09 | —  |
| 46 | Andersen Corporate Foundation & Andersen Corporation | \$2,928,566 | \$1,700,000 <sup>15</sup> | \$41,116,878  | 11/30/09 | 43 |
| 47 | Muriel Whiteside Charitable Trust <sup>14</sup>      | \$2,904,101 | \$2,904,101               | \$11,665,815  | 12/31/08 | —  |
| 48 | Jerome Foundation                                    | \$2,899,081 | \$1,651,550               | \$72,708,568  | 4/30/10  | —  |
| 49 | ClearWay Minnesota                                   | \$2,893,000 | \$2,893,000               | \$116,597,994 | 6/30/09  | 34 |
| 50 | Hardenbergh Foundation                               | \$2,815,000 | \$2,682,000               | \$66,598,000  | 12/31/09 | —  |

\* The 2009 research year includes grantmakers' financial information from fiscal years ending between June 1, 2009, and May 31, 2010, unless otherwise noted. For further information about Minnesota Annual Grantmaker Rankings methodology, see [www.mcf.org/MCF/giving/rankings/methodology.pdf](http://www.mcf.org/MCF/giving/rankings/methodology.pdf).

<sup>1</sup> To ensure that grantmakers are compared consistently, MCF does not include in-kind or other noncash contributions such as products, services or volunteer time, which many corporate grantmakers also give.

<sup>2</sup> Also includes the J. Paper Foundation and L. and A.F. Paper Foundation.

<sup>3</sup> Data not available or not applicable.

<sup>4</sup> Does not include corporate giving.

<sup>5</sup> Does not include business unit contributions.

<sup>6</sup> United Health Foundation has additional direct charitable distributions in the form of mission-related programs and projects that total \$4,972,318.

<sup>7</sup> Includes Robins, Kaplan, Miller & Ciresi Foundation for Children and Nonprofits Assistance Fund.

<sup>8</sup> Includes \$1,300,000 to Scholarship America, which administers scholarships to students nationwide and in Puerto Rico.

<sup>9</sup> Totals do not include Fraternal Giving. In 2009 Thrivent Financial for Lutherans' national Fraternal Giving totaled \$113 million.

<sup>10</sup> The GHR Foundation is listed for the first time because the organization was previously located in Florida.

<sup>11</sup> Wells Fargo Foundation and Wells Fargo Bank (both based in California) had total U.S. cash contributions of \$202 million.

<sup>12</sup> Incorporated in Minnesota in 2007, the foundation is still ramping up operations. Approximately \$1.7 billion in assets still held by the estate are not yet available for grantmaking.

<sup>13</sup> Does not include gift matching.

<sup>14</sup> Figures are for 2008, the latest year for which data are available.

<sup>15</sup> Does not include Andersen Corporation grants.



MINNESOTA COUNCIL  
ON FOUNDATIONS

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

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www.mcf.org

### Top 50 Minnesota Grantmakers by Assets, 2009\*

Largest foundations and corporate grantmakers based in Minnesota ranked by 2009 asset size

(Source: Minnesota Council on Foundations, October 2010)

| 2009 Rank | Foundation/Corporate Grantmaker                                                | 2009 Foundation Assets | 2008 Foundation Assets | Fiscal Year End | 2008 Rank |
|-----------|--------------------------------------------------------------------------------|------------------------|------------------------|-----------------|-----------|
| 1         | Margaret A. Cargill Foundation <sup>1</sup>                                    | \$1,907,998,965        | \$2,118,125,342        | 12/31/09        | —         |
| 2         | The McKnight Foundation                                                        | \$1,892,753,000        | \$1,582,042,000        | 12/31/09        | 1         |
| 3         | Minnesota Community Foundation and The Saint Paul Foundation <sup>2</sup>      | \$827,809,633          | \$710,435,779          | 12/31/09        | 2         |
| 4         | Bush Foundation                                                                | \$703,000,000          | \$681,000,000          | 12/31/09        | 3         |
| 5         | The Minneapolis Foundation <sup>3</sup>                                        | \$562,628,618          | \$481,178,318          | 3/31/10         | 6         |
| 6         | Otto Bremer Foundation                                                         | \$562,287,531          | \$638,466,755          | 12/31/09        | 4         |
| 7         | Fred C. and Katherine B. Andersen Foundation                                   | \$468,051,581          | \$574,716,301          | 12/31/09        | 5         |
| 8         | Northwest Area Foundation                                                      | \$399,244,346          | \$337,607,563          | 3/31/10         | 8         |
| 9         | Blandin Foundation                                                             | \$386,166,167          | \$331,825,635          | 12/31/09        | 9         |
| 10        | The Hornel Foundation                                                          | \$296,926,463          | \$223,000,820          | 11/30/09        | 10        |
| 11        | Charles K. Blandin Residuary Trust <sup>4</sup>                                | n/a <sup>5</sup>       | \$294,174,272          | 12/31/08        | 7         |
| 12        | GHR Foundation <sup>6</sup>                                                    | \$278,919,779          | \$270,733,019          | 12/31/09        | —         |
| 13        | WEM Foundation                                                                 | \$237,575,142          | \$153,969,685          | 12/31/09        | 16        |
| 14        | Lutheran Community Foundation                                                  | \$217,535,009          | \$166,000,000          | 12/31/09        | 13        |
| 15        | J. A. Wedum Foundation <sup>4</sup>                                            | n/a                    | \$169,852,119          | 12/31/08        | 14        |
| 16        | The Jay and Rose Phillips Family Foundation                                    | \$162,000,000          | \$185,000,000          | 12/31/09        | 11        |
| 17        | Catholic Community Foundation in the Archdiocese of Saint Paul and Minneapolis | \$143,936,401          | \$178,101,406          | 6/30/09         | 12        |
| 18        | Cargill Foundation                                                             | \$125,876,000          | \$108,455,000          | 12/31/09        | 20        |
| 19        | F.R. Bigelow Foundation                                                        | \$123,807,196          | \$111,048,625          | 12/31/09        | 18        |
| 20        | ClearWay Minnesota                                                             | \$116,597,994          | \$159,669,245          | 6/30/09         | 15        |
| 21        | Carl and Eloise Pohlad Family Foundation                                       | \$100,567,106          | \$110,025,133          | 12/31/09        | 19        |
| 22        | Alliss Educational Foundation                                                  | \$92,741,697           | \$79,353,969           | 12/31/09        | 21        |
| 23        | United Health Foundation                                                       | \$83,745,000           | \$15,873,000           | 12/31/09        | —         |
| 24        | Medtronic Foundation                                                           | \$83,532,376           | \$111,122,797          | 4/30/10         | 17        |
| 25        | The Curtis L. Carlson Family Foundation                                        | \$80,124,000           | \$73,141,534           | 12/31/09        | 22        |
| 26        | General Mills Foundation                                                       | \$78,602,121           | \$63,433,021           | 5/31/10         | 25        |
| 27        | Richard M. Schulze Family Foundation                                           | \$77,429,353           | \$57,116,351           | 12/31/09        | 30        |
| 28        | Thrivent Financial for Lutherans Foundation                                    | \$74,460,000           | \$72,419,000           | 12/31/09        | 23        |
| 29        | Andreas Foundation                                                             | \$72,854,322           | \$61,610,508           | 11/30/09        | 26        |
| 30        | Jerome Foundation                                                              | \$72,708,568           | \$59,931,997           | 4/30/10         | 27        |
| 31        | I. A. O'Shaughnessy Foundation, Incorporated <sup>4</sup>                      | n/a                    | \$70,000,000           | 12/31/08        | 24        |
| 32        | Hardenbergh Foundation                                                         | \$66,598,000           | \$56,914,000           | 12/31/09        | 31        |
| 33        | Opus Foundation                                                                | \$64,450,000           | \$58,000,000           | 12/31/09        | 29        |
| 34        | Hugh J. Andersen Foundation                                                    | \$59,544,212           | \$53,500,000           | 2/28/10         | 33        |
| 35        | Patrick and Aimee Butler Family Foundation                                     | \$55,795,725           | \$49,767,137           | 12/31/09        | 35        |
| 36        | Southwest Initiative Foundation                                                | \$50,738,768           | \$49,374,849           | 6/30/09         | 36        |
| 37        | Central Minnesota Community Foundation                                         | \$50,366,689           | \$58,508,570           | 6/30/09         | 28        |
| 38        | George Family Foundation                                                       | \$50,264,885           | \$47,759,292           | 12/31/09        | 38        |
| 39        | Northland Foundation                                                           | \$49,984,803           | \$54,031,761           | 6/30/09         | 32        |
| 40        | Blue Cross and Blue Shield of Minnesota Foundation                             | \$49,817,656           | \$37,207,718           | 12/31/09        | 49        |
| 41        | Duluth Superior Area Community Foundation                                      | \$46,802,169           | \$37,961,483           | 12/31/09        | 48        |
| 42        | Fargo-Moorhead Area Foundation <sup>7</sup>                                    | \$45,885,948           | \$36,550,372           | 12/31/09        | —         |
| 43        | Mithun Family Foundation                                                       | \$45,436,540           | \$40,475,691           | 12/31/09        | 46        |
| 44        | Mardag Foundation                                                              | \$45,163,921           | \$40,181,057           | 12/31/09        | 47        |
| 45        | Initiative Foundation                                                          | \$44,371,488           | \$45,296,501           | 12/31/09        | 41        |
| 46        | Robina Foundation                                                              | \$42,276,289           | \$27,930,568           | 12/31/09        | —         |
| 47        | Securian Foundation                                                            | \$41,946,987           | \$43,905,581           | 12/31/09        | 44        |
| 48        | West Central Initiative                                                        | \$41,611,091           | \$44,256,483           | 6/30/09         | 42        |
| 49        | Andersen Corporate Foundation                                                  | \$41,116,878           | \$35,000,000           | 11/30/09        | —         |
| 50        | Northwest Minnesota Foundation                                                 | \$39,788,547           | \$45,855,876           | 6/30/09         | 40        |

\* The 2009 research year includes grantmakers' financial information from fiscal years ending between June 1, 2009, and May 31, 2010, unless otherwise noted. For further information about Minnesota Annual Grantmaker Rankings methodology, see [www.mcf.org/MCF/giving/rankings/methodology.pdf](http://www.mcf.org/MCF/giving/rankings/methodology.pdf).

<sup>1</sup> Incorporated in Minnesota in 2007, the foundation is still ramping up operations. Approximately \$1.7 billion in assets still held by the estate are not yet available for grantmaking.

<sup>2</sup> Includes the J. Paper Foundation and L. and A.F. Paper Foundation.

<sup>3</sup> Includes Robins, Kaplan, Miller & Ciresi Foundation for Children and Nonprofits Assistance Fund.

<sup>4</sup> Figures are for 2008, the latest year for which data are available.

<sup>5</sup> Data not available or not applicable.

<sup>6</sup> The GHR Foundation is listed for the first time because the organization was previously located in Florida.

<sup>7</sup> Although located in North Dakota, Fargo-Moorhead Area Foundation serves communities in Minnesota.



**ROBINA FOUNDATION  
ASSETS AND GRANTS**

| <b>Q/E DATE</b> | <b>ASSETS</b>    | <b>GRANTS<br/>(cumulative)</b> | <b>GRANTS<br/>(outstanding<br/>commitments)</b> |
|-----------------|------------------|--------------------------------|-------------------------------------------------|
| 12/31/07        | \$149,839,012.57 | \$350,000.00                   | -0-                                             |
| 12/31/08        | 128,359,302.03   | 7,028,535.00                   | 17,507,864.00                                   |
| 12/31/09        | 127,065,750.39   | 14,719,093.00                  | 9,947,881.00                                    |
| 03/31/10        | 126,595,324.27   | 14,719,093.00                  | 9,947,881.00                                    |
| 06/30/10        | 123,001,620.97   | 15,719,093.00                  | 8,947,881.00                                    |
| 09/30/10        | 121,856,212.63   | 20,549,431.00                  | 10,067,543.00*                                  |

\*Includes the 2010 commitment of \$2,373,232 to be paid in December to Abbott; the 2011 commitment of \$850,854 and the 2012 commitment of \$893,457 to the U of M; and the additional year of funding in 2011 of \$5,950,000 for CFR, UofM, Yale Law and Yale Drama

# ROBINA FOUNDATION

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**To: Robina Foundation Board of Directors**

**From: Penny Hunt**

**Date: November 16, 2010**

**Re: Assets Summary**

Following is a summary of Robina assets per reports, and information previously received regarding the IRS refund:

| <b>Robina Assets</b>      | <b>September 30, 2010</b> | <b>June 30, 2010</b>    |
|---------------------------|---------------------------|-------------------------|
| USBank Checking           | \$5,338,375.00            | \$2,211,528.66          |
| USBank Investment Account | 23,575,643.46             | 31,231,745.96           |
| TIFF                      | 8,792,014.78              | 8,058,254.83            |
| Estate of Jim Binger      | 67,161,015.39             | 64,510,927.52           |
| IRS Refund                | 16,989,164.00             | 16,989,164.00           |
| <b>TOTAL</b>              | <b>\$121,856,212.63</b>   | <b>\$123,001,620.97</b> |



## USbank Checking Account

## Business Statement

P.O. Box 1800  
Saint Paul, Minnesota 55101-0800

3039 IMG

Y ST01

Statement Period:

Sep. 1, 2010  
through  
Sep. 30, 2010

Page 1 of 5

000002525 1 AT 0.357 106481769425007 P  
ROBINA FOUNDATION  
ATTN: NANCY  
80 S 8TH STREET  
4900 IDS CENTER  
MINNEAPOLIS MN 55402-2100

To Contact U.S. Bank

24-Hour Business  
Solutions:

1-800-673-3555

Telecommunications Device  
for the Deaf:

1-800-685-5065

Internet:

usbank.com

## CHECKING

Member FDIC

U.S. Bank National Association

## Account Summary

|                                 | # Items |    |               |                                    |             |
|---------------------------------|---------|----|---------------|------------------------------------|-------------|
| Beginning Balance on Sep. 1     |         | \$ | 10,189,684.20 | Interest Paid this Year            | \$ 8,570.62 |
| Other Deposits                  | 1       |    | 1,412.00      | Number of Days in Statement Period | 30          |
| Other Withdrawals               | 2       |    | 4,830,338.00  |                                    |             |
| Checks Paid                     | 21      |    | 22,383.20     |                                    |             |
| Ending Balance on Sep. 30, 2010 |         | \$ | 5,338,375.00  |                                    |             |

## Other Deposits

| Date                 | Description of Transaction | Ref Number | Amount      |
|----------------------|----------------------------|------------|-------------|
| Sep. 30              | Interest Paid              | 3000005472 | \$ 1,412.00 |
| Total Other Deposits |                            |            | \$ 1,412.00 |

## Other Withdrawals

| Date                    | Description of Transaction                 | Ref Number | Amount          |
|-------------------------|--------------------------------------------|------------|-----------------|
| Sep. 8                  | Electronic Withdrawal From U.S. BANK TRUST |            | \$ 2,830,338.00 |
| Sep. 14                 | Electronic Withdrawal From U.S. BANK TRUST |            | 2,000,000.00    |
| Total Other Withdrawals |                                            |            | \$ 4,830,338.00 |

## Checks Presented Conventionally

| Check | Date    | Ref Number | Amount   | Check | Date    | Ref Number | Amount   |
|-------|---------|------------|----------|-------|---------|------------|----------|
|       | Sep. 2  |            | 4,166.66 |       | Sep. 13 |            | 1,998.95 |
|       | Sep. 3  |            | 72.00    |       | Sep. 13 |            | 189.53   |
|       | Sep. 2  |            | 73.92    |       | Sep. 10 |            | 239.64   |
|       | Sep. 2  |            | 22.00    |       | Sep. 14 |            | 3,000.00 |
|       | Sep. 7  |            | 465.80   |       | Sep. 13 |            | 77.61    |
|       | Sep. 7  |            | 956.71   |       | Sep. 13 |            | 58.19    |
|       | Sep. 9  |            | 2,475.00 |       | Sep. 9  |            | 1,500.00 |
|       | Sep. 2  |            | 19.80    |       | Sep. 20 |            | 379.72   |
|       | Sep. 10 |            | 959.58   |       | Sep. 17 |            | 790.69   |
|       | Sep. 14 |            | 3,000.00 |       | Sep. 30 |            | 140.00   |
|       | Sep. 14 |            | 1,797.40 |       |         |            |          |

\* Gap in check sequence

Conventional Checks Paid ( 21 ) \$ 22,383.20

## Balance Summary

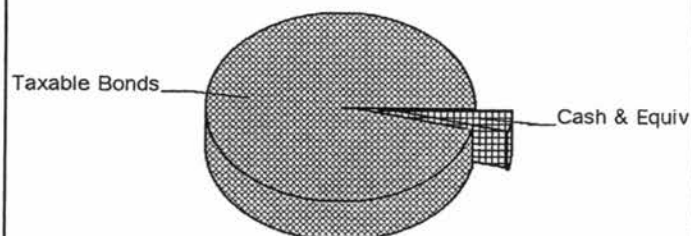
| Date   | Ending Balance | Date    | Ending Balance | Date    | Ending Balance |
|--------|----------------|---------|----------------|---------|----------------|
| Sep. 2 | 10,185,401.82  | Sep. 9  | 7,349,594.31   | Sep. 17 | 5,337,482.72   |
| Sep. 3 | 10,185,329.82  | Sep. 10 | 7,348,395.09   | Sep. 20 | 5,337,103.00   |
| Sep. 7 | 10,183,907.31  | Sep. 13 | 7,346,070.81   | Sep. 30 | 5,338,375.00   |
| Sep. 8 | 7,353,569.31   | Sep. 14 | 5,338,273.41   |         |                |

Balances only appear for days reflecting change.


This statement is for the period from  
September 1, 2010 to September 30, 2010

**ASSET SUMMARY AS OF 09/30/10**

| Assets                    | Current Period<br>Market Value | % of<br>Total | Est Annual<br>Income |
|---------------------------|--------------------------------|---------------|----------------------|
| Cash & Equivalents        | 518,559.71                     | 2.20          | .00                  |
| Taxable Bonds             | 23,055,083.75                  | 97.80         | 793,174.44           |
| <b>Total Market Value</b> | <b>\$23,573,643.46</b>         | <b>100.00</b> | <b>\$793,174.44</b>  |


YOUR INVESTMENT OBJECTIVE IS ALL FIXED/NON  
TAXABLE

**MARKET VALUE SUMMARY**

|                            | Current Period<br>09/01/10 to 09/30/10 | Year-to-Date<br>01/01/10 to 09/30/10 |
|----------------------------|----------------------------------------|--------------------------------------|
| Beginning Market Value     | \$23,495,310.91                        | \$30,793,370.96                      |
| Taxable Interest           | 63,776.71                              | 562,735.99                           |
| Paid To/For Beneficiaries  |                                        | - 8,000,000.00                       |
| Fees and Expenses          | - 6,888.35                             | - 62,781.39                          |
| Cash Receipts              | 4,830,338.00                           | 5,830,338.00                         |
| Cash Disbursements         | - 4,830,338.00                         | - 5,830,338.00                       |
| Long Term Gains/Losses     | - 635.97                               | - 5,456.57                           |
| Short Term Gains/Losses    |                                        | - 10,810.10                          |
| Amortization/Accretion     |                                        | 3,300.00                             |
| Change in Investment Value | 22,080.16                              | 293,284.57                           |
| <b>Ending Market Value</b> | <b>\$23,573,643.46</b>                 | <b>\$23,573,643.46</b>               |



Member Inquiries: (610) 684-8200  
Member Services Fax: (610) 684-8210  
Website Inquiries: www.tiff.org  
Registration: ROBINA FOUNDATION  
Account Number: [REDACTED]

846651 F001 3649 1OZ 1/3 ..... 1217  
Thomas M. Crosby, Jr.  
Treasurer  
Robina Foundation  
4900 IDS Center  
80 South 8th Street  
Minneapolis, MN 55402

### Account Summary - Current Month

| Fund Name             | Beginning<br>Market Value | Purchases | Redemptions | Distributions | Share<br>Balance | 09/30/2010<br>NAV | Ending<br>Market Value | Average<br>Cost Basis |
|-----------------------|---------------------------|-----------|-------------|---------------|------------------|-------------------|------------------------|-----------------------|
| TIFF MULTI-ASSET FUND | \$8,321,708.79            | \$0.00    | (\$0.00)    | \$35,034.22   | 575,017.317      | \$15.29           | \$8,792,014.78         | \$9,812,686.30        |
| Account Total         | \$8,321,708.79            | \$0.00    | (\$0.00)    | \$35,034.22   |                  |                   | \$8,792,014.78         |                       |

Distributions may be reinvested or paid in cash at the election of the member. See the Transaction History section for information specific to each fund investment.

The average cost basis is calculated using the single-category average basis method, one of four common methods approved by the IRS. It takes into account all purchases and redemptions, including shares acquired through reinvested dividends and capital gains distributions. The average cost basis is not reported to the IRS.

Numbers may not add to totals due to rounding.

### Account Summary - YTD

| Fund Name             | Purchases | Redemptions | Distributions | Dividend<br>Option | Cap Gain<br>Option | Account<br>Inception |
|-----------------------|-----------|-------------|---------------|--------------------|--------------------|----------------------|
| TIFF MULTI-ASSET FUND | \$0.00    | (\$0.00)    | \$92,563.48   | Reinvest           | Reinvest           | 05/22/2007           |
| Account Total         | \$0.00    | (\$0.00)    | \$92,563.48   |                    |                    |                      |

## Current Residuary Assets on Hand (as of September 30, 2010)

### Cash and Short Term

|                                                                | <u>Market</u>           |
|----------------------------------------------------------------|-------------------------|
| James H. Binger Revocable Trust<br>[REDACTED]                  | \$ 14,972,520.41        |
| James H. Binger Revocable Trust - Income Account<br>[REDACTED] | 7,215,479.47            |
| Estate of James H. Binger<br>[REDACTED]                        | 13,264,893.16           |
| Estate of James H. Binger - Income Account<br>[REDACTED]       | 448,065.45              |
| <b>Total Cash and Short Term:</b>                              | <b>\$ 35,900,958.49</b> |

### Tartan I LP (as of 9/30/10)

|                          | <u>Total Market</u>  | <u>% Owned</u> | <u>JHB Trust</u>     |                                                |
|--------------------------|----------------------|----------------|----------------------|------------------------------------------------|
| Tartan I LP - Scotch I   | 26,143,485.60        | 43.4%          | 11,346,272.75        |                                                |
| Tartan I LP - ScotchGard | 18,789,594.43        | 33.3%          | 6,256,934.95         |                                                |
| Tartan I LP - Post It    | 30,087,364.68        | 19.8%          | 5,957,298.21         |                                                |
| <b>Total:</b>            | <b>75,020,444.71</b> |                | <b>23,560,505.90</b> | <b>\$ 23,560,505.90</b><br>(Liquidation Value) |

### Other Assets:

|                                               |                     |                        |
|-----------------------------------------------|---------------------|------------------------|
| James H. Binger Revocable Trust<br>[REDACTED] |                     |                        |
| Tomsten Inc.                                  | 125,001.00          |                        |
| 301 Clifton                                   | 420,000.00          |                        |
| MN Community Dev. Bond                        | 100,000.00          |                        |
| Jason McLean Prom. Note                       | 50,000.00           |                        |
| Venture Capital                               | 6,602,439.00        |                        |
| Eridon                                        | 60,000              |                        |
| Loring Pasta Bar                              | 66,576              |                        |
| Myfitlife Inc.                                | 275,000             |                        |
| Project Apple                                 | -                   |                        |
| Raymedica Inc.                                | 535                 |                        |
| <b>Total:</b>                                 | <b>7,699,551.00</b> | <b>\$ 7,699,551.00</b> |
| Estate of James H. Binger<br>[REDACTED]       |                     |                        |
| Note (\$1MM face due 12/31/2010)              | 1,000,000.00        |                        |
| <b>Total:</b>                                 | <b>1,000,000.00</b> |                        |

**TOTAL ASSETS FOR DISTRIBUTION FOR TAXES AND EXPENSES AND ROBINA:**

**\$ 67,161,015.39**

Note: Distributions to date total \$47MM (an interim distribution of \$27MM was made on 10/4/2007 and another distribution of \$20mm was made on 3/25/2009).

Note: Robert Pennell devise of \$584,575.34 on 1/22/09

Nov. 2010 Bd Mtg

**VENTURE CAPITAL DETAIL FROM J. P. MORGAN**

Account Name: James H. Binger Rev Trust [a]  
Account Number: [REDACTED]  
  
Asset: FLAG Private Equity LP [b]  
Cusip: [REDACTED]  
Source of Value: Company Provided Capital Account Balance Sheet  
Market Value Estimate: \$1,332,487  
As of Date: June 30, 2010

Asset: FLAG Venture Partners III, LP  
Cusip: [REDACTED]  
Source of Value: Company Provided Capital Account Balance Sheet  
Market Value Estimate: \$1,252,747  
As of Date: June 30, 2010

Asset: FLAG Venture Partners IV, LP [c]  
Cusip: [REDACTED]  
Source of Value: Company Provided Capital Account Balance Sheet  
Market Value Estimate: \$1,223,508  
As of Date: June 30, 2010

Asset: Pfingsten Executive Fund III, L.P. [d]  
Cusip: [REDACTED]  
Source of Value: Company Provided Capital Account Balance Sheet  
Market Value Estimate: \$1,821,172  
As of Date: June 30, 2010

Asset: Technology Crossover Venture III, L.P. f?  
Cusip: [REDACTED]  
Source of Value: Company Provided Capital Account Balance Sheet  
Market Value Estimate: \$70,648  
As of Date: June 30, 2010

Asset: Technology Crossover Venture IV, L.P. [e] g?  
Cusip: [REDACTED]  
Source of Value: Company Provided Capital Account Balance Sheet  
Market Value Estimate: \$901,554  
As of Date: June 30, 2010

**Notes:**

[a] The General Partner provides the limited partners with the fair market value of their capital balances on a quarterly basis. The latest capital account statement was utilized to determine the fair market value of each holding. As the General Partner, uses its own valuation methodology, no discounts were applied for lack of marketability or control.

[b] The James H. Binger Trust (the "Trust") made a capital commitment of \$2,500,000 to Flag Private Equity, L.P. As of June 30, 2010, the Trust's total cash contributions totaled \$2,462,500, with a total of \$37,500 unfunded capital.

[c] The James H. Binger Trust (the "Trust") made a capital commitment of \$2,125,000 to Flag Venture Partners IV, L.P. As of June 30, 2010, the Trust's total cash contributions totaled \$2,103,750, with a total of \$21,250 unfunded capital.

[d] The James H. Binger Trust (the "Trust") made a capital commitment of \$2,000,000 to Pfingsten Executive Fund III, L.P. As of September 30, 2009, the Trust's total cash contributions totaled \$1,858,138, with a total of \$141,862 unfunded capital.

[e] The James H. Binger Trust (the "Trust") made a capital commitment of \$2,500,000 to Technology Crossover Venture IV, L.P. As of June 30, 2010, the Trust's total cash contributions totaled \$2,435,250, with a total of \$64,750 unfunded capital.

[f] Per the Partnership Agreement of Technology Crossover Venture III, L.P. (the "Partnership"), the initial term of the Partnership was scheduled to end at the close of business on December 31, 2007, unless such term was extended by the General Partner. The initial term of the Partnership was extended through December 31, 2009. The General Partners elected to extend the Partnership's term for a third one-year period ending December 31, 2010.

[g] Per the Partnership Agreement of Technology Crossover Venture IV, L.P. (the "Partnership"), the initial term of the Partnership was scheduled to end at the close of business on December 31, 2009, unless such term was extended by the General Partner. The Partnership Agreement allows the General Partner to extend the term of the Partnership for two successive one-year periods for the purpose of holding and liquidating illiquid securities. Per a correspondence dated December 2, 2009, the General Partners notified limited partners of its decision to extend the term of the Partnership for the first of such two consecutive periods through December 31, 2010.

From: penny <phunt@robinafoundation.org>  
Subject: **Follow up to meeting with JP Morgan**  
Date: September 30, 2010 1:55:01 PM CDT  
To: Crosby Tom <tcrosby@tcrosbylaw.com>  
Cc: Gilberg Nancy <ngilberg@robinafoundation.org>

Hi --

Is there any follow up you would like me to do with respect to our discussions with JP Morgan yesterday? Here's my list of the topics we discussed:

Investment advisory committee: make up, responsibility and timing. We talked about having the committee's recommendation ready for Board consideration at the February meeting. (You indicated that we need to make sure we tell US Bank and Northern about the process and to confirm that we have pricing from all three organizations.)

Tartan Funds: Your understanding is that the family (with the exception of Cynthia) want redemption of their interest. Anita didn't seem to be aware of this. I'm not sure if follow up is needed at this point.

Custodial Account: We determined that it will be simpler to have a custodial account set up at JP Morgan since Paul Cress has contacts with the relevant parties and because it will be easier with JP Morgan on both sides of the transfer. Do we need to work on the questionnaire Paul sent Nancy or should we ask him if it's possible to simplify the process?

301 Clifton: Maryann Besel (sp?) seems open to being bought out of her interest, so we (or JP Morgan?) need to determine the value of her interest.

Other Assets: Paul Cress and others have been contacting people connected with these assets, but, with the exception of the MN Community Development Bond, they have not been able to get necessary information. They will continue to pursue this until they can write the assets off. We would prefer that they write the assets off before the transfer to the Foundation.)

Venture Capital: JP Morgan will provide us with updated detailed information when it is available. It may be available for the November board meeting, but it should be available for the February meeting.

IRS Refund: JP Morgan has signed and submitted forms to start the process. Now the IRS has to prepare the submission to the joint legislative committee. Anita estimates that that will take ~ 1 - 2 months. Once the IRS submits to the joint committee, the turnaround time is about two months. The adjustment with the family will take place at the time of the refund.

Let me know if I missed something or misunderstood the various items. (I wrote this in part to confirm that I understand this.) I assume a number of these items will be part of your Treasurer's / Legal Report at the November meeting.

Penny

**From:** "Thomas Crosby" <tcrosby@tcrosbylaw.com>  
**Subject:** FW: Condo Question  
**Date:** November 16, 2010 9:43:05 AM CST  
**To:** <phunt@robinafoundation.org>, <ngilberg@robinafoundation.org>

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**From:** Berg, Barry L [mailto:BBerg@CBBURNET.COM]  
**Sent:** Monday, November 15, 2010 2:05 PM  
**To:** Thomas Crosby  
**Cc:** Berg, Barry L  
**Subject:** RE: Condo Question

Tom -

I've done some sleuthing. Here are my observations:

- There has been only 1 resale in the building in the past 12 months. That sale, a top floor penthouse unit, won't close until 12/9/10, so I don't have a sale price, but the property was listed at the time of sale for \$565,000. The owner originally paid \$647,196 for it "new". It has an assessed value of \$355,500.
- There are only 2 "active" units for sale. They include: 1) a unit priced at \$279,000, with an assessed value of \$215,000, for which the owner paid \$290,000; and 2) a unit priced at \$399,000, with an assessed value of \$294,500, for which the owner paid \$455,000.
- These listings and sales seem consistently to show the units selling for well below originally paid prices, but above assessed values.
- Based on this limited data, I would guess the value of the subject unit is probably in the upper \$200's (and maybe just into the \$300's, depending upon its level of finish); I would also guess that it's a 2BR/2 bath unit, although this is conjecture.
- I've got calls into a couple of rental agents, but would estimate that the unit might rent in the range of \$2,000 monthly. This is not my expertise, but the rental market starts to become very pyramidal north of around \$2500/month.

Let me know if you'd like me to do some deeper leg work.

Barry

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

**From:** Thomas Crosby [mailto:tcrosby@tcrosbylaw.com]  
**Sent:** Monday, November 15, 2010 12:06 PM  
**To:** Berg, Barry L  
**Subject:** Condo Question

I am working with a Foundation which owns a condominium at 301 Clifton Ave.; #2A

The Foundation may need to sell it. My questions:

1. Is this the type of thing you do
2. This unit is valued by Hennepin Cty at \$246,500 for taxes payable in 2011; how are these units selling and for what price with respect to appraised value?
3. What would it cost to rent (not own) a comparable unit. I am assuming this unit is a large one bedroom or small two bedroom in that it is paying on the upper end of owner's association dues (2.2%). We do not have any descriptive information.

What is actually happening is an 86 year old woman has an informal life interest in the property. We would like to sell her the unit and give her cash which would permit her to rent comparable space.



# ROBINA FOUNDATION

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**TO:** Robina Foundation Board of Directors  
**FROM:** Penny Hunt  
**RE:** Grant Program – Draft Guideline and Strategies  
**DATE:** November 9, 2010

Following is draft material describing Robina's Grant Program for the next "round" of grants. I sent an earlier draft to you last month. This version has been revised slightly based on suggestions from several of you and my own thinking about the material.

I'm hoping that the Board's discussion on November 16 will result in agreement that this draft accurately reflects the direction the Board wishes to take. If that is accomplished, we can send the draft to Robina Grantees to learn their reactions, questions and concerns. The timetable outlined in this material proposes finalization of the guidelines at the Board's February Meeting.

Please feel free to contact me before the meeting if you wish to discuss this. I look forward to our discussion.

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**From:** "Thomas Crosby" <tcrosby@tcrosbylaw.com>  
**Subject:** **Draft Framework Guidelines**  
**Date:** November 15, 2010 1:43:38 PM CST  
**To:** "'Gordon Aamothe'" <gaamothe@msn.com>, "'Schroeder, Steve'" <schroeder@medicine.ucsf.edu>, "'H. Peter Karoff'" <pkaroff@TPI.ORG>, <kathleenblatz@msn.com>  
**Cc:** <phunt@robinafoundation.org>

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Over the weekend I did my homework for tomorrow's meeting.

In the Theme Section of Penny's draft guidelines on page 3, I would like to discuss two items:

-the reference to human rights as a theme and our interest in proposals that relate to that field. Is such our determination or will we be asking the institutions for what they would prefer to do in an ideal world, are best at, etc.?

-in the next paragraph, we "welcome" proposals involving two or more of the Grantees. None of the grantees has expressed much interest in joint work. If they sense our interest in it, they will become interested. Might we be better off if we say nothing in the guidelines (the reference will continue in the by laws which each has) but look at the proposals to determine if we see some common ground and bring it to them?

**DRAFT / Board of Directors Meeting 11/16/10**  
**ROBINA FOUNDATION**  
**FRAMEWORK**

**MISSION:** The Robina Foundation seeks to positively impact critical social issues, by encouraging innovation and financially supporting transformative projects of its four institutional partners selected by the Foundation's founder, James H. Binger: 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.

**GOALS:**

- Foster the development of new ideas and models that have the potential to significantly transform or improve both the selected institutions and the larger society in which we live.
- Support innovative, forward-thinking, and practical projects that promise to have a significant and long-term positive impact on the institutions and on society.
- Spend the Foundation's assets wisely to achieve the best possible impact.

**TIME HORIZON:** Robina Foundation is a foundation of limited duration with a horizon ending not later than 2025 (15 additional years of operation). Earlier termination may result if the Foundation and Robina Grantees identify programs that merit larger grants during a shorter period of time to achieve maximum impact.

**GRANT PROGRAM**

**2008 - 2012**

In 2008 the Robina Foundation awarded multi-year grants to each of the four institutions selected by Jim Binger for Foundation funding. The grants are approximately equal (~\$6 million to each institution), with Yale's \$6 million grant divided between Yale School of Drama and Yale Law School. In 2010 the Board agreed to provide an additional year of support at the base level to Yale, the University of Minnesota and the Council on Foreign Relations.

**2012 and Beyond**

**MULTI-YEAR GRANTS**

Beginning in 2012, Robina Foundation will fund new multi-year grants to Robina Grantees. In order to fulfill the Foundation's Mission and further the Foundation's Goals, the Board looks for opportunities where Robina funding could have a positive impact on Robina Grantees and the broader society using the following General Criteria:

**"Transformative" Projects:**

The Robina Foundation seeks to fund "transformative projects," that improve both the Robina Grantee and the larger society in which we live, such as:

- Projects that change an institution, a program or part of a program, including, but not limited to, projects that redesign or change the operation of an institution or a program
- Projects that approach a problem, an issue or an area in a new way, perhaps building on experience in other areas

*you  
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and sent  
to B&B  
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*Add  
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more*

*2007-  
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*bullet re. impact on larger society*

*society  
+ inst.*

Renew bullets re: theme +  
con.

- Unique strategies that build on the strengths of an organization while challenging the status quo
- \* • Projects that have the potential to develop new models for the operation of an institution or a program

#### Theme:

Although new Multi-Year Grants need not address a specific issue or theme, the Robina Foundation is interested in human rights and is particularly interested in proposals that relate to human rights in the context of one or more Robina Grantees.

Similarly, the Foundation welcomes proposals for projects that have the potential to involve collaboration among two or more Robina Grantees or which may bring Robina Grantees together to address an issue.

Rec. to  
themes dev  
by grantees  
what fulfilled  
goals.

#### Requirements:

- Proposals must be in alignment with an institution's long-range plans and priorities.
- Institutions must be able to articulate realistic goals and clear, realizable benchmarks to be met during the course of the grant.
- Proposals must describe how the institution intends to define and assess success in the short term and the long term. Grants may include funds for a formal evaluation to measure success of the program or project.

Don't  
sustain  
project > Sustainability

#### Grant Size and Duration:

- The Foundation is especially interested in major projects and initiatives.
- Grants will be awarded competitively based on merit and alignment with Robina Foundation's mission and priorities.
- Grants will vary in size and duration, depending on the nature and size of the program.
- Depending on proposals accepted for funding by the Robina Foundation, each Robina Grantee may not receive grants of the same size in a given year or over the course of the Foundation's Grant Program.

**Restrictions:** The Foundation does not wish to provide:

- General operating support
- Grants for capital or endowments
- Replacement funding for lapsed grants

#### DISCRETIONARY FUND

Beginning in 2012, the Robina Foundation will set aside a "discretionary fund" for grants in addition to the Foundation's Multi-Year Grants. ~~No specific criteria have yet been established for these funds.~~ The Foundation seeks to support unique, unforeseen opportunities that may arise from time to time, in the course of the work of Robina Grantees. ~~It is anticipated that these grants will generally be for one year only.~~

transformative  
is support of the mission

for grants  
to mission

## IMPLEMENTATION STRATEGIES / PROCESS

Ray Handlin?  
At Phil.

### November 2010:

#### Board Meeting:

- Discuss Draft General Criteria for Grants
- Finalize Process and Timing

#### Following Board Meeting: Provide Robina Grantees with information:

- Foundation's Time Horizon
- Draft General Criteria for Multi-Year Grants and Discretionary Fund
- Proposed Process and Timing

### December 2010 – February 2011: Test "Deep Dives" with Yale and the U of MN

#### Purpose:

- Learn more about the institutions through an intense information-gathering session – where they want to go and what they want to do
- Identify champions – people/programs with "wind at their back" that could soar with a boost from Robina
- Explore options that could be a good fit for Robina
- Refine criteria, process for Grant Program, as appropriate

#### Attendees:

- Robina: Lead Director, Executive Director, other interested Directors, selected non-board members, as appropriate
- Grantee: Senior Leadership; leaders of programs that have potential for Robina funding; others as selected by Senior Leadership

### February Board Meeting:

- Preliminary Discussion (or "Deep Dive"?) with Council on Foreign Relations
- Finalize Criteria for Multi-Year Grants and Discretionary Fund

### February – March 2011:

- Deep Dive with Abbott
- Ongoing discussion with Yale, U of M, CFR

### April 2011:

- Send Robina Grantees a "Request for Proposals" outlining the Foundation's criteria and based on previous discussions with Grantees
- Proposals due in August or later

### August 2011:

- Preliminary review of grant proposals



**ROBINA FOUNDATION GRANTS AND GRANT REQUESTS**

**September 30, 2010**

| ORGANIZATION                                    | DATE OF REQUEST<br>AMOUNT REQUESTED                                        | PURPOSE                                                                                                                             | STATUS OF REQUEST<br>Amount and Date of<br>approval or declination   | GRANT PAYMENTS<br>Amount Paid/Date                                   | SCHEDULED PAYMENTS/REPORTS<br>• Narrative report due quarterly<br>• Narrative and Financial report due annually                           |
|-------------------------------------------------|----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| Abbott Northwestern                             |                                                                            | Planning Grants 2005, 2006                                                                                                          | Approved<br>\$75,000 – 2005<br>\$50,000 - 2006                       | \$75,000 pd 2005<br>\$50,000 pd 2006                                 | Paid in Full                                                                                                                              |
| Abbott Northwestern                             | 7/08<br>\$5,995,070/3 years                                                | Project: Care Guides in the<br>Primary Care Office                                                                                  | Approved<br>\$6 million/3 years – 8/08                               | \$1,253,535 pd 9/08<br>\$2,373,233 pd 12/09                          | 2010 - \$2,373,232<br>2011 – Additional year funding pending                                                                              |
| Aspen Institute: Justice<br>and Society Program | 3/09<br>\$130,575/One Time                                                 | Hold a Judicial Seminar on<br>“International Human Rights and<br>Humanitarian Laws: Their Application<br>in National Jurisprudence” | Approved<br>\$130,575/One Time – 5/09                                | \$130,575 pd 6/09                                                    | Paid in Full                                                                                                                              |
| The Center for Victims<br>of Torture            | 8/08<br>\$25,000/One Time                                                  | In Recognition of Edson W. Spencer’s<br>contribution as Board Member                                                                | Approved<br>\$25,000/One Time – 8/08                                 | \$25,000 pd 8/08                                                     | Paid in Full                                                                                                                              |
| Council on Foreign<br>Relations                 |                                                                            | Planning Grant 2006                                                                                                                 | Approved<br>\$50,000 - 2006                                          | \$50,000 pd 2006                                                     | Paid in Full                                                                                                                              |
| Council on Foreign<br>Relations                 | 1/14/07<br>\$10M/5 years                                                   | Project: International<br>Institutions and Global<br>Governance                                                                     | Approved<br>\$6 million/3 years – 1/08<br>\$2M/1 yr for 2011 – 5/10  | \$2 million pd 2/08<br>\$2 million pd 9/09<br>\$2 million pd 9/10    | 2011 - 3 year final report due 2011, prior to consideration of<br>additional 2 year grant<br>2011 - \$2,000,000 – Additional Year Funding |
| U of MN Law School                              |                                                                            | Planning Grants 2005, 2006                                                                                                          | Approved<br>\$75,000 – 2005<br>\$50,000 - 2006                       | \$75,000 pd 2005<br>\$50,000 pd 2006                                 | Paid in Full                                                                                                                              |
| U of MN Law School                              | 3/08                                                                       | Special request from Dean<br>Wippman for faculty retention<br>and other initiatives                                                 | Approved<br>\$250,000 – 3/08                                         | \$250,000 pd 4/08                                                    | Paid in Full<br>Brief financial and narrative report received and<br>reviewed by Board 5/08                                               |
| U of MN Law School                              | 10/08<br>\$6,061,339 (revised<br>amount exclusive of<br>endowment support) | Project: Program on Law,<br>Public Policy, and Society                                                                              | Approved<br>\$6,061,399/5 years – 11/08<br>\$2M/1 yr for 2011 – 5/10 | \$1.4 million pd 12/08<br>\$1,436,750 pd 9/09<br>\$1,480,338 pd 9/10 | 2011 - \$850,854<br>2012 - \$893,457<br>Year? - \$2,000,000 – Additional Year Funding                                                     |
|                                                 |                                                                            |                                                                                                                                     |                                                                      |                                                                      |                                                                                                                                           |

| ORGANIZATION                    | DATE OF REQUEST<br>AMOUNT REQUESTED | PURPOSE                                      | STATUS OF REQUEST<br>Amount and Date of<br>approval or declination                                                                                                                                        | GRANT PAYMENTS<br>Amount Paid/Date                                                                                                       | SCHEDULED PAYMENTS/REPORTS<br>• Narrative report due quarterly<br>• Narrative and Financial report due annually                                                                                                                                                                                                   |
|---------------------------------|-------------------------------------|----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Yale University                 |                                     | Planning Grant                               | Approved<br>\$50,000 - 2006                                                                                                                                                                               | \$50,000 pd 2006                                                                                                                         | Paid in Full                                                                                                                                                                                                                                                                                                      |
| Yale University Drama<br>School | 11/15/07<br>\$2.2M/3 years          | Program: Yale Center for New<br>Theatre      | Approved<br>\$2.85million/3 years – 3/08<br>\$950K/1 yr for 2011– 5/10                                                                                                                                    | \$750,000 pd 4/08<br>\$750,000 pd 9/09<br>\$1,350,000 pd 9/10                                                                            | 2011 - \$950,000 Additional Year Funding                                                                                                                                                                                                                                                                          |
| Yale University Law<br>School   | 5/14/08<br>\$3M/3 years             | Robina Human Rights<br>Fellowship Initiative | Approved<br>\$3 million/3 years – 5/08<br>\$1M/1 yr for 2011 – 5/10                                                                                                                                       | \$1 million pd 6/08<br>\$1 million pd 5/09<br>\$1 million pd 6/10                                                                        | 2011 - \$1,000,000 Additional Year Funding                                                                                                                                                                                                                                                                        |
| TOTALS                          |                                     |                                              | \$24,391,399 grants<br>approved (includes planning<br>grants of \$350K)<br><br>\$5,950,000 approved on 5/10<br>for additional funding for one<br>yr to be pd in 2011 (CFR, UofM,<br>Yale Law, Yale Drama) | 2005 - \$150,000<br>2006 - \$200,000<br>2007 – 0<br>2008 - \$6,678,535<br>2009 – 7,690,558<br>2010 - \$5,830,338<br>Total - \$20,549,431 | Commitments Going Forward:<br>2010 - \$2,373,232 (Abbott to be paid in December)<br>2011 - \$850,854 (U of M Law School original grant)<br>2011 - \$5,950,000 (Add'l Year Funding except Abbott)<br>2012 - \$893,457 (U of M Law School original grant)<br><br>\$10,067,543 total committed for payment (2010-12) |

## Care Guides in the Primary Care Office

### October 2010 Robina Foundation Board Quarterly Report

#### Phase 1

The highly significant clinical benefits of working with a care guide in Phase 1 (ended May 30, 2010) were summarized in the August annual report and will not be repeated here.

Ongoing analysis by the research team from the University of Minnesota includes more detail regarding:

1. Cost of emergency department visits and hospitalizations by the 332 Phase 1 patients, comparing data from the year before care guides (2008-2009) with the year of working with a care guide (2009-2010) and the current year (2010-2011). Dr. Robert Town, a health economist, is working with actual costs for each patient rather than simpler estimates based on the observed changes in emergency department visits and hospitalizations.
2. End-of-study patient surveys. We had a good response rate and will be interested to learn whether any questions could predict which patients benefit from working with a care guide. The initial survey looked for but did not identify such factors; the final survey included new questions investigating "are you alone in managing your health care?" and "how well do you and your doctor communicate?"

The final cost of phase 1 was \$1,000,237 compared to a budget of \$1,253,635. Some of the overage will support data collection and analysis regarding ongoing use of the Emergency department and hospital by Phase 1 patients as described above.

#### Disseminating Phase 1 results

A manuscript has been submitted to and rejected by JAMA and Annals of Internal Medicine. However, the editor of Annals specifically requested that we submit the large randomized Phase 2 trial results to her journal. A manuscript "Using Lay Persons to Support Chronic Disease Care: Effective, Sustainable" was submitted on October 4, 2010 to the American Journal of Managed Care and has been sent out for peer review.

As indicated in the August annual report, we have presented partial results at meetings of the American College of Physicians MN Chapter, the Minnesota Health Services Research conference, the Academy of Health Annual Research meeting in Boston, MA, and the Primary Care R&D Conference, University of Manchester, UK.

Dr. Josh Becker (Abbott Northwestern Hospital internal medicine resident) and Suhna Lee (research assistant from the University of Minnesota) will present a paper entitled "Do resident physician perceptions of diabetes treatment guidelines influence care?" at the American College of Physician MN Chapter meeting next month. This research is designed to investigate why the care guide project seemed to be more effective in

patients with hypertension than in patients with diabetes. Dr. Becker's hypothesis is that resident doctors don't accept the current strict guidelines for blood pressure and blood sugar control in light of recent reports casting doubt on the targets used.

After multiple meetings with Dick Adair and Kim Radel, physicians and administrators from Hennepin County Medical Center, a large institution located 10 blocks from Abbott Northwestern Hospital, have decided to implement care guides in five clinics. We provided them with many helpful tools. Once the phase 1 manuscript is published we plan to formalize this process by opening a website containing a description of our work and an "implementation toolkit".

We seek guidance from the Robina Foundation Board regarding other ways to disseminate our findings.

### **Launching Phase 2, a randomized controlled trial in 5 new clinics**

We have now fully implemented Phase 2. Three clinics started enrolling patients in July and two in October. We have hired and trained 12 new care guides. While essentially similar to the three Phase 1 care guides, these 12 come with more previous work experience and contain some individuals who seem interested in making care guide work into a career. We revamped the two-week training course somewhat in response to recommendations of the July hires. All 12 seem highly qualified and enthusiastic.

Enrollment during the first 15 weeks of a planned 26 week enrollment period at the three July clinics is 776 patients, 62% of goal. The care guides have integrated well into the culture of Aspen-Bandana Square (74% of enrollment goal) and the Allina Medical Clinics-Cottage Grove (69% of goal). AMC-Faribault is off to a somewhat slower start (48% of goal) with lower than expected buy-in from the physicians despite strong interest from clinic leadership. Also we encountered fewer patients with hypertension, diabetes, and congestive heart failure than initial data predicted, in this farming community with many young families.

Early data from the two October clinics (Abbott Northwestern Hospital Center for Outpatient Care in Edina and AMC-Hastings) indicates very strong enrollment and acceptance by physicians.

Phase 2 includes randomized control patients, but also two other kinds of "control" patients to compare with patients working with a care guide.

"Non-referred controls" are patients within the care guide clinics who meet criteria for enrollment but are not referred to a care guide by their providers. "Matched controls" are patients at non-care guide clinics who are matched with care guide patients for age, sex, diagnosis, insurance, date seen, etc.

So far there are over 2000 patients in each of these groups. This gives Phase 2 power to understand why providers decided to refer the patients they did, which kinds of patient

benefit, and whether simply attending a clinic where care guides work indirectly influences the care of non-care-guide patients (the "Hawthorne" effect). We have received permission from the Allina Institutional Review Board to collect data on these other groups.

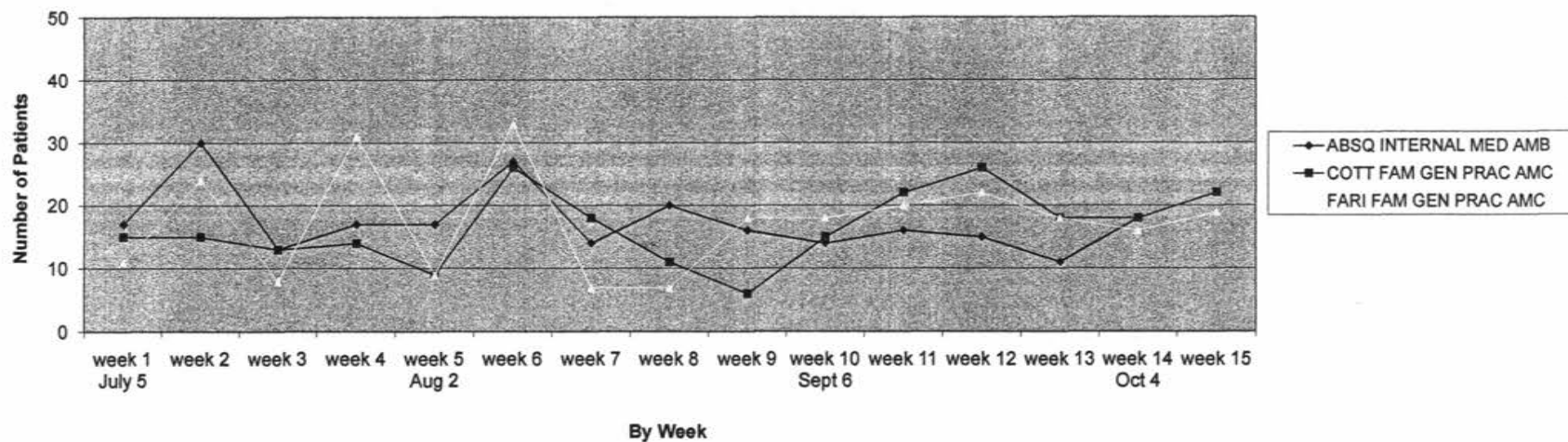
Phase 2 costs through the end of September (9 months after beginning phase 2 planning) are \$571,171 with a total phase 2 budget of \$4,746,421. Ongoing monthly expenses will give a better picture of typical monthly costs since all five clinic locations are now in full operation.

Respectfully submitted,

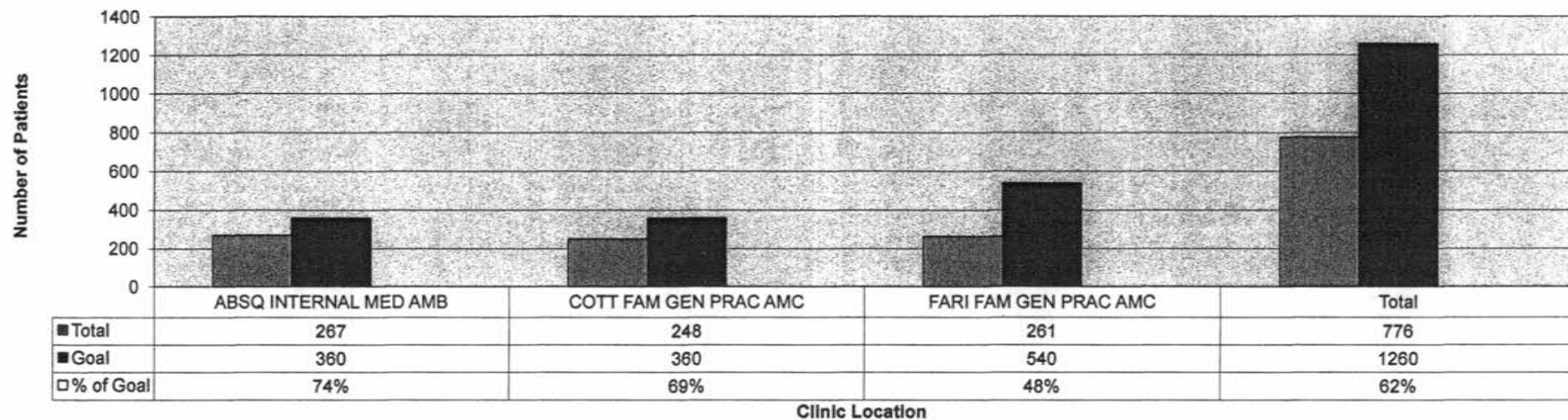
Richard Adair, MD, Principal Investigator  
Kim Radel, Project Manager

|                       | week 1<br>July 5 | week 2 | week 3 | week 4 | week 5<br>Aug 2 | week 6 | week 7 | week 8 | week 9 | week 10<br>Sept 6 | week 11 | week 12 | week 13 | week 14<br>Oct 4 | week 15 | Total | Goal | %<br>Goal |
|-----------------------|------------------|--------|--------|--------|-----------------|--------|--------|--------|--------|-------------------|---------|---------|---------|------------------|---------|-------|------|-----------|
| ABSQ INTERNAL MED AMB | 17               | 30     | 13     | 17     | 17              | 27     | 14     | 20     | 16     | 14                | 16      | 15      | 11      | 18               | 22      | 267   | 360  | 74%       |
| COTT FAM GEN PRAC AMC | 15               | 15     | 13     | 14     | 9               | 26     | 18     | 11     | 6      | 15                | 22      | 26      | 18      | 18               | 22      | 248   | 360  | 69%       |
| FARI FAM GEN PRAC AMC | 11               | 24     | 8      | 31     | 9               | 33     | 7      | 7      | 18     | 18                | 20      | 22      | 18      | 16               | 19      | 261   | 540  | 48%       |
| Total                 | 43               | 69     | 34     | 62     | 35              | 86     | 39     | 38     | 40     | 47                | 58      | 63      | 47      | 52               | 63      | 776   | 1260 | 62%       |

Patient Enrollment by Clinic



Total Patients vs. Goal  
10/15/10



# ROBINA FOUNDATION

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*file Abbott*

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80 South 8<sup>th</sup> Street  
Minneapolis, MN 55402  
Phone: 612-333-2313  
Fax: 612-333-0182  
[www.robinafoundation.org](http://www.robinafoundation.org)

September 2, 2010

Penny Wheeler, MD, Chief Clinical Officer, Allina Hospital and Clinics  
Richard Adair, MD, Abbott Northwestern Hospital

Dear Penny and Dick:

I was glad I was able to speak with both of you last week to personally convey to you that the Robina Foundation Board of Directors has approved payment of \$2,373,232 to support Abbott Northwestern's Care Guides in the Primary Care Office program. This is the third installment of the Foundation's \$6 million grant to support the creation and implementation of the program, which involves a Phase 1 pilot, proof-of-concept study and Phase 2, a formal randomized trial designed to evaluate efficacy of care guides in a spectrum of clinical situations. We will be prepared to provide this funding in December 2010 and request that you email Nancy Gilberg ([ngilberg@robinafoundation.org](mailto:ngilberg@robinafoundation.org)) wiring instructions for transfer of the funds at that time.

Board Members appreciated your thorough, thoughtful presentation at the Board Meeting, as well as your annual report on the Care Guide program. They share your enthusiasm for the results of Phase 1 and will be eager to learn more about Phase 2 as you implement the program in a broader range of clinics. The widespread interest in the program, Allina's support of the program, and HCMC's implementation of a similar program show that you have created an approach that provides quality health care at a low cost. We're interested in your plans to spread more broadly information about the program and wonder if there is a role for Robina funding in that effort.

I hope your discussion with the Board about possibilities for future Robina support was helpful. Please send me the background information you've prepared on the top two items on your list, but don't spend a lot of time fleshing these out at this point. The Board is interested in learning more about the work of Phase 2 of the Care Guide program before delving deeper into other possibilities.

Please feel free to contact me with questions or concerns. Congratulations again on the early success of the Care Guide program.

Sincerely,

*Penny*

Penny A. Hunt  
Executive Director

cc: Shane A. Seymour, Vice President for Philanthropy; Richard L. Meyer, President, ANW Hospital Foundation; Robina Lead Director, Steve Schroeder

**VIA COURIER**

November 1, 2010

Robina Board  
4900 IDS Center  
80 South Eighth Street  
Minneapolis, Minnesota 55402  
Attn: Penny Hunt

Dear Members of the Robina Board:

On behalf of Abbott Northwestern Hospital and Allina Health System, I wish to express my ongoing gratitude to the Robina Board and provide overviews of three proposals for Phase III expansion of the Robina initiative.

We are continually impressed with the impact of the Robina Care Guide initiative. We know the hundreds of lives impacted by this initiative would not have been possible without the generosity and guidance of the Robina Board. We are fortunate for the Foundation's support and are proud that Abbott Northwestern and Allina offer a real-world laboratory that rapidly translates new care models into practice for the benefit of many.

As you know, Phase II of our Robina project has been initiated. This phase will demonstrate, through rigorous research, the quality and value of a care guide approach to patients as we expand the program to disparate communities.

In preparation for Phase III, as discussed at the Robina Board Meeting, we worked with various stakeholders and prepared conceptual models that further the transformative intent of Robina and our organization. Overviews of the three potential initiatives are attached for the Board's review and guidance. We propose that we focus potential Phase III funding on two dimensions: 1) broad communication of the care guide program (phase I-II findings) and its impact on quality and cost of care, and 2) a focus on one of the three initiatives proposed for consideration.

The following conceptual papers are attached for your review and reaction:

- **Advancing Primary Care Redesign Through Development of Adaptive Health Practice and Payment Reform** – in short, the adaptive health practice initiative represents a paradigm shift for patients and their physicians/care providers that aims to transition the largely “health care professional as expert” model of care into a “patient as expert” model of care in primary care settings.

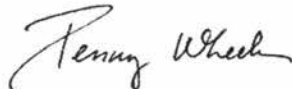
- **A Systems Approach to Late Life Supportive Care** – the aim of this initiative is to test and spread a late life model of supportive care that ensures meaningful and early access to care supports that improve the quality of life, as one faces its end, while appropriately reducing the cost of care. This proposal also seeks to initiate and stimulate a rich community dialogue addressing the ethical issues of late life care that are not yet substantively addressed in public forums.
- **Integration of Behavioral Health with Physical Health Care in a Primary Care Setting** – the aim of this initiative is to improve the quality and reduce total health care costs by providing integrative behavioral health and primary care services for patients with complex health problems, many of whom have complex medical conditions which are complicated by behavioral health conditions.

Each of these proposals furthers a patient centered primary care team which more meaningfully and completely engages patients as active participants in their health care choices. While the care guides from Phase I work serve as a component piece, these models go beyond care guides and further enrich the design of primary care and its supports.

We look forward to your review and would welcome the opportunity to talk to the Robina Board or our Board liaison, Dr. Stephen Schroeder, to further guide our efforts. In addition, we would welcome the opportunity to introduce the Board and/or Dr. Schroeder to meet Dr. Marcus Thygeson, the new President of the Center for Healthcare Innovation.

In closing, I want to again thank the members of the Robina Board for your ongoing guidance and support which are directly impacting the health of the communities we serve. Undoubtedly, the Robina funding of these new ways of caring will have a broader national impact on improving health for those we serve and on future care models.

Sincerely,



Penny Wheeler, MD  
Chief Clinical Officer  
Allina Health System

PW/mb  
Attachments

## Advancing Primary Care Redesign through Development of Adaptive Health Practice and Payment Reform

### Purpose of the Work

*"Patients themselves are the most under-used asset to get to health care's quadruple aim." –Penny Wheeler, MD, Chief Clinical Officer, Allina Hospitals & Clinics*

The purpose of this work is to advance the redesign of primary care in order to achieve the quadruple aim: 1) improved patient health; 2) improved patient experience; 3) lower health care costs; and 4) better staff well-being. This will be achieved through the concurrent development and testing of adaptive health practice and payment restructuring in multiple primary care clinics.

Adaptive health practice (AHP) is the application of Heifetz' adaptive leadership model<sup>1</sup> to the care of patients by healthcare professionals, including physicians, nurses, and other allied health professionals. In short, AHP aims to transition the largely 'healthcare professional as expert' model of care into a 'patient as expert' model of care in primary care settings. The goals of AHP are to help patients be healthy, resilient, and maximally independent producers of their own health; to reduce community sick-care costs by reducing morbidity, treating illness more efficiently, and increasing productivity; and to provide a sustainable, satisfying professional life for providers (less burn out, futility, sense of ineffectiveness).<sup>2</sup>

AHP requires physicians to 1) explicitly differentiate the adaptive challenges that patients face (which require learning and behavior change) from technical challenges (which are amenable to technical or expert-mediated solutions); 2) develop adaptive leadership skills to help patients do the adaptive work (changing the behavioral, social, and environmental determinants of health) they need to do to overcome adaptive challenges; and 3) stop the inappropriate use of technical interventions like medications in lieu of supporting patient adaptive work. Examples of such errors include prescribing proton pump inhibitors for obesity-related acid reflux without providing patients with support for losing weight or using spine surgery rather than exercise and rehabilitation for chronic low back pain.

The current fee-for-service system prevents providers from offering the type of primary care we know patients, families and communities need and want and that results in highest provider satisfaction. Transitioning from fee-for-service to an alternative payment model (e.g., fee-for-time, bundled payment) is essential to support the adaptive health practices required to achieve the best possible clinical outcomes.

### Problem We're Trying to Solve

*"The better care I give, the less RVUs<sup>3</sup> I produce..." – Alison Peterson, MD, MPH, District Medical Director, Allina Medical Clinics and Physician Lead, Allina Medical Home*

Health care today is illness-focused, provider-centered, and dominated by a compensation model that pays for technical services and throughput, not health value. As a result, patients don't get the support they need to be healthy; inappropriate use of technology routinely causes harm and waste resources; and primary care practice has become unsustainable.

Many primary care redesign efforts are currently underway. However, they fail to effectively address fundamental mental models and cultural issues that contribute to the above problems. Specifically, two key mindsets dominate modern medical practice. First, both patients and clinicians have an excessive faith in the ability of technology to promote health and cure disease. Second, providers (and often patients) believe that healing is something physicians do to patients, not something patients can do for themselves. An aspect of this is the belief that patient behavior change is difficult if not impossible to effect and therefore such efforts are largely futile. The alternative

<sup>1</sup> Heifetz RA, Grashow A, Linsky M. The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World. 2009. Boston: Harvard Business Press.

<sup>2</sup> Thygeson NM, Morrissey L, Ulstad V. Adaptive leadership and the practice of medicine: a complexity-based approach to reframing the doctor-patient relationship. Journal of Evaluation in Clinical Practice 2010, pp. 1009-1015.

<sup>3</sup> RVUs are Relative Value Units, a measure of physician productivity.

adaptive health mental models are just the opposite: 1) technology is not a solution for adaptive problems, and should be used very judiciously; and 2) patients are capable of doing adaptive work to improve their health, and providers can learn the skills required to help them do this. Inappropriate use of technical interventions to address patient adaptive challenges, coupled with failure to support patient adaptive work, causes harm, increases healthcare costs, and frustrates both patients and physicians.

### **Aims of the Work**

The aims of our work are to: 1) design, pilot, and measure the impact of primary care adaptive health practice on the quadruple aim; and 2) partner with payer organizations to develop and implement new payment models that support adaptive health practice.

### **Key Features of the Approach**

Phase I of this work will involve patients and families, primary care providers, nursing care managers, care guides, and other clinic staff in the collaborative development of the adaptive health practice model. Additional national experts, including experts in adaptive leadership, organizational change, health behavior change, and collaborative care, will participate in model development and assist with implementation. The model will include:

- Developing new or modified practice routines based on the principles of adaptive health practice.
- Using Positive Deviance<sup>4</sup> to facilitate sustainable, “bottom-up” change driven by primary care clinic teams.
- Identifying and promoting programs, technologies, and community resources that support patient adaptive work.
- Coordinating with ongoing patient-centered medical home work, including team-care, care guides, and care coordination.
- Incorporating integrative health practices, shared decision-making, health education, life coaching, and collaborative behavioral health.
- Understanding how adaptive health needs vary across spectrum of health, life-stage, and diversity.
- Training of staff on adaptive leadership, effective team work, and communication.
- Partnering with health plans to design payment and value measurement methods that support adaptive health practice.
- Retooling the electronic health record to reinforce adaptive health practice routines.
- Developing process and outcome measures addressing health, experience, utilization and cost, and provider well-being.
- Partnering with the University of Minnesota School of Medicine to expose students and residents to adaptive health practice, in order to improve medical training and induce more trainees to become primary care providers.

Phase II of this work will involve piloting the adaptive health practice and new compensation model at selected clinics across Allina, including one of the hospital-based clinics associated with Abbott Northwestern Hospital, and at least one clinic from Allina’s largest medical group, Allina Medical Clinic. Piloting across different clinic cultures allows us to refine the model and establish stable practice routines supported by the electronic health record that can be replicated widely. In Phase III of this work we will disseminate the model to the remaining Allina clinics and to other care delivery organizations both locally and nationally.

### **Measures of Success**

Key outcomes of this work address all components of the quadruple aim:

- Improvement in patients’ health, including healthier behavior and better chronic disease management;
- Reduced total cost of care for patients, including reductions in unnecessary medication use, specialty referral, emergency department visits, and inpatient admissions;
- Improved patient experience; and
- Improved provider and staff wellbeing.

<sup>4</sup> Positive Deviance is a social and organizational change method that effects enduring improvement in pervasive, persistent performance problems. In health care it has recently been used to dramatically reduce hospital acquired infection rates. Singhal A, Buscell P, Lindberg C. Inviting Everyone: Healing Healthcare Through Positive Deviance. 2010. Bordentown, NJ: Plexus Press.

## **A Systems Approach to Late Life Supportive Care**

### **Purpose of the Work**

To develop, rigorously test and spread a late life model of Supportive Care that ensures meaningful and early access to care supports that improve quality of life and experience while appropriately reducing the cost of care.

This proposal also seeks to initiate and stimulate a rich community dialog addressing ethical issues around late life care that are not yet substantively addressed in the public dialogue.

### **Problem We're Trying to Solve**

Patients and caregivers (i.e., family members, close friends) have very limited access to supportive late life care. Individuals, who have a condition that is life limiting, do not have a consistent and meaningful way to have their values and wishes understood and to share in care decisions made in concert with their health care team. The result is often poor experiences for patients, their caregivers, and the health care teams that support them at one of the most vulnerable times of life.

Limited public understanding of available late life resources results in under use of support services, and overuse of interventions that do not add to quality of life. Subsequently, those with serious illness often live with poorly managed pain and symptoms for months and wishes that are incompletely understood. As an example, home and community hospice services, shown to markedly improve the experience of patients and their caregivers, are intended to serve those in the last several months of life. At present, however, hospice services serve individuals for an average of only 20 days. Sadly, of eligible hospice patients, fewer than 40% are served by hospice at the time of death. While over 80% of people would like to die at home, 75% die in hospitals or nursing homes. The human and financial cost of this inconsistent care model are sky high, with care in the last year of life consuming 27% of Medicare spending for 5% of the population. Much of this financial expense is for services that patients and their families do not want or need to achieve the highest quality of life.

Public dialog around late life issues and the societal impact of present approaches is also lacking or politicized. A deeper conversation resulting in awareness of care support resources available and their impact is needed. In addition, a community conversation that meaningfully confronts ethical care issues—balancing autonomy and social justice—has the potential for profound societal benefit.

### **Aims of the Work**

Supportive Care in late life will become a coordinated core function centered on the patient and their primary care provider team. Supportive Care for patients will: 1) provide early, comprehensive access to services required to ensure optimum quality of life, independence, and coping with severe and complex health problems; 2) be easy for providers and patients needing these services to access; and 3) improve quality of patient experience and affordability of late life care. Additionally, we will initiate and expand a public dialog that serves to honor wishes in late life care and publicly discuss the availability of these services and the ethical care considerations of autonomy and social justice.

### **Key Features of the Approach**

We will:

- Provide a reliable model, far beyond advance directives, to deeply understand the values and preferences of patients through facilitated advance care planning sessions.
- Provide access to palliative care and hospice service for each and every eligible patient.
- Provide coordinating resources, such as an expansion of the care guide program to continually support patients and their families.

- Make certain these services can be accessed directly by individuals and their caregivers, as well as the healthcare team.
- Provide these available services at home, in the community and in healthcare settings.
- Focus on quality of life outcomes.
- Be patient and caregiver-driven, using a shared decision-making between patients, their family caregivers, and their health care team.
- Reduce the cost of care through shared decision making and by adhering to the patient's choices, thereby decreasing the use of non-value added services.
- Convene a public dialog that increases awareness of services and invites a community conversation about late life care approaches in partnership with community members, health care providers, content experts in law and ethics, and public media resources.

Late life Supportive Care offers a phased approach to resources:

- Early phase: Individuals are engaged in a shared decision-making approach that provides a care plan aligned with their values, preferences, and choices. Individuals and caregivers are informed of available resources all intent on maximizing quality of life. Navigation and coordination resources like care guides and e-resources are offered.
- Middle phase: Introduced with a change in medical condition. Supports include more detailed disease-specific advance care planning, a quality of life palliative assessment and revisiting available choices and resources. Elevated care management and coordination resources are offered.
- Late phase: Detailed advance care planning is offered; hospice care is offered at the appropriate time.

Late life Supportive Care resources include employed supportive care experts and trained supportive care volunteers. These resources work directly with individuals and their caregivers. Primary care team members will also develop expertise, including adoption of advance care planning, understanding and use of quality of life information, and engagement in shared decision making with patients and caregivers.

### **Measures of Success**

Key outcomes will include:

- Patient experience: Patients will tell us that someone was always there that they could get in touch with when they needed something and that others listened to them and took the time to understand what was going on with them.
- Effectiveness of shared decision making: A good indicator of the decision quality is whether or not the patient and care team follows through with their chosen option [O'Connor and Jacobsen, 2007].
- Quality of life including symptom burden and emotional well-being.
- Caregiver experience of support.
- Advance care plans completed and communicated to the entire care team.
- Health care team satisfaction with the model.
- Individual wishes honored.
- Fewer deaths in hospitals.
- Reduced total cost of care in the last 6 months of life.
- Community engagement in public dialog.
- Community awareness of supportive late life services.

## Integration of Behavioral Health with Physical Health Care in Primary Care Setting

### Purpose of the Work

To improve quality and reduce total health care costs by providing integrated behavioral health and primary care services for patients with complex health problems, many of whom have multimorbid medical conditions with behavioral health co-morbidity.

### Problem We're Trying to Solve

The prevalence of diagnosable behavioral disorders in patients with chronic medical conditions is roughly 35% and for those with health complexity 80%. Up to 70% of these patients receive no mental health care in the primary care setting, yet untreated or ineffectively treated mental conditions in chronic medical patients is associated with medical treatment resistance, non-adherence, the development of medical complications, and doubling or more of health care service use and cost. This initiative will be designed to reverse poor health outcomes and lower total health service use in proactively targeted high-risk multimorbid medical patients with mental health and/or substance use disorder comorbidity using a coordinated primary care and behavioral health intervention.

### Aims of the Work

The primary objective is development of an integrated model of physical and behavioral healthcare services. While the options for connecting mental and physical healthcare range from coordination of services to co-location of services to full integration, we are committed to the development, implementation and testing of a model of full integration. Our partners in this work include patients, primary care and behavioral health providers, and employers. A second aim of this work is develop a robust set of evidence to persuade payers to support our approach with an integrated payment model in the future.

Other goals of this work include total health improvement for patients, improved clinical quality and patient experience, as well as cost savings for the healthcare delivery system (which should include lower total costs for poorly insured, reduced use of sitters, shortened inpatient length of stay, lower readmissions for patients, and better care transitions). In addition, this work will allow us to learn more about what is required to change the leadership culture and the clinical processes and culture in support of an integrated model.

### Key Features of the Approach

Phase I of this work would include collaborative development of the model, involving leadership behavioral health provider leadership (e.g., psychiatrists, nurses, social workers, psychologists) and primary care providers (e.g., family practice and internal medicine physicians, physician assistants, nurse practitioners) in the design of the model. Additional external national experts, such as Roger Kathol, MD and/or co-consultants would be invited to participate in model development and assistance with implementation. The model would be based upon the following principles:

- Active identification of patients with multiple chronic conditions and either confirmed or suspected mental health co-morbidities;
- Training of healthcare professional, including primary care physicians and behavioral health professionals around changing identity within the primary care setting and transition of care techniques;
- Care team collaboration, including involvement of the primary care providers, nurses, social workers, psychiatrists, psychologists and care managers, as well as other leaders in care delivery enhancements for the Allina Health Care system, i.e., medical home, care management;
- Commitment to providing the appropriate level of service to individual patients, tailored based upon patient need and risk;
- Availability of resources to support care that is readily accessible by the patient and primary care provider;
- Guarantees that patients will have one care process and not have to repeat their story, experiences, and needs to multiple members of the care team;

- Development of electronic tools necessary to integrate care across the care team, including clinical decision support and telehealth tools that can be deployed and used by patients in their homes, providers in different locations, and other care team members during the course of a visit;
- Appreciation that patients receiving their mental health from Allina and their physical health care from another system or provider may be better served by being fully connected to the mental health services offered by another system or set of providers;
- Commitment to provider and staff well-being; and
- Involvement in national dialogues tackling this challenge around the country (e.g., Collaborative Family Healthcare Association).

In a manner similar to our previous work with Robina Foundation funds, Phase I would also include a pre-post implementation and test of the model in a selected primary care clinic. Addressing the necessary evolution of the ambulatory care business model will be a critical component of Phase I as well.

Phase II of this work would include the rigorous implementation and testing of the model at multiple primary care clinics across the system, including those with different clinic cultures (e.g., Allina Medical Clinic, Aspen, Quello), to ensure the model is replicable across different sites.

### **Measures of Success**

Key outcomes of implementation will include:

- Improvements in medical and mental health outcomes (e.g., specific biomarkers, PHQ9) and stabilization of chronic conditions;
- Reduced total cost of care for patients participating in the program (i.e., reduced hospitalizations, emergency room and other health service use);
- Improved functional outcomes and quality of life for patients;
- Improved patient experience;
- A supportive team collaboration environment; and
- Improved provider and staff well-being.

## Reinventing primary care

Through a grant from the Robina Foundation, the Medicine Clinic is developing an innovative approach to primary care.

When you first enter the Medicine Clinic at 28th Street and Chicago Avenue in Minneapolis, the only visible signs that the clinic has developed one of the nation's most innovative approaches to primary care are three private cubicles located in the lobby. These work spaces house three new staff members funded through a multi-million dollar grant from the Robina Foundation.

These professionals are care guides who help more than 330 of the clinic's patients who have diabetes, hypertension or heart failure. The Medicine Clinic, also known as Abbott Northwestern Hospital General Medicine Associates, offers primary care to adults, especially those with chronic medical conditions. The clinic is staffed by



Care Guide Allison Shipley with patient Bob Bourke

internal medicine residents and physicians who care for a diverse population of patients regardless of their ability to pay or speak English.

Before the Robina Care Guide Project was launched, 34 percent of Medicine Clinic patients were not meeting the clinical goals developed by their primary care physicians. Nine months after the project commenced, that figure was reduced to 22 percent, according to research done in partnership with the University of Minnesota School of Public Health.

The care guides do not have clinical backgrounds. Rather, their focus is on helping patients manage their chronic diseases through one-on-one counseling, support in navigating the care system, and assistance and encouragement with appropriate self-care. The goal is to help patients make good decisions about their care and lifestyles, enabling them to better manage their health.

Richard Adair, MD, has practiced internal medicine at Abbott Northwestern for 35 years and serves as the principal study investigator for the Robina Care Guide Project. The chronic conditions treated through the project are common, deadly if not managed properly, and have effective treatments available for them, Adair said. "Nationally, the statistics are not pretty. Fewer than half of American patients with diabetes, hypertension or heart failure achieve their goals."

"This is part of a national movement to support primary care, and it has been great for our patients and the morale of our physicians," added Adair. "We're hoping that this project will encourage more medical students to select primary care as their career choice. Our success is a team effort and is putting Abbott Northwestern and Allina at the forefront of reinventing how patient-centered medicine is practiced."

Abbott Northwestern Hospital Foundation's 2010 Gala, "The Medicine Ball — Heart of the City," will be held Oct. 30 to benefit the Medicine Clinic. Call 612-863-4612 to learn more about the event.

# COUNCIL *on* FOREIGN RELATIONS

## *International Institutions and Global Governance Program*

1777 F Street, NW, Washington, DC 20006  
tel 202.509.8400 fax 202.509.8490 [www.cfr.org](http://www.cfr.org)

October 26, 2010

Ms. Penny Hunt  
Executive Director  
Robina Foundation  
80 South 8<sup>th</sup> Street, Suite 4900  
Minneapolis, MN 55402

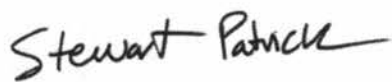
Dear Penny,

It is my pleasure to provide you and the Robina board with this quarterly update from the Council on Foreign Relations' (CFR) International Institutions and Global Governance (IIGG) program for activities undertaken from July 1, 2010, to November 1, 2010.

In September, U.S. Secretary of State Hilary Clinton delivered a major address at the CFR on the need for a "new global architecture." Over the past four months, and beyond, the IIGG program has driven this discussion and become a leading source of creative thinking for policymakers on strategies and recommendations for a more effective global architecture. To deepen the policy impact of our work, we will introduce two new initiatives alongside our ongoing projects. First, we will launch a "policy innovations" memo series. This set of succinct documents, tailored to busy policymakers, will offer creative but concrete ideas for reforming specific global and regional institutions. Second, we will sponsor a new Global Governance Network (GGN), which will bring together influential experts and opinion leaders from twenty major countries to identify logjams and breakthroughs in international cooperation. We are excited about the GGN's potential to leverage the work that Robina is already supporting. The GGN will help CFR build global consensus on the nature of critical global challenges and inject reform proposals into policy debates not only in the United States, but around the world.

CFR remains grateful for the trust the Robina Foundation has placed in the IIGG program with its generous grant, and we look forward to the Robina board's upcoming visit in February.

Warm regards and best wishes,



Stewart Patrick  
Director and Senior Fellow  
[@cfr.org](mailto:@cfr.org)

# COUNCIL *on* FOREIGN RELATIONS

## *International Institutions and Global Governance Program*

1777 F Street, NW, Washington, DC 20006  
tel 202.509.8400 fax 202.509.8490 [www.cfr.org](http://www.cfr.org)

### **International Institutions and Global Governance: World Order in the Twenty-First Century**

A Program of the Council on Foreign Relations

**UPDATE:** July 1, 2010 – November 1, 2010

Entering its third year, the International Institutions and Global Governance (IIGG) program continues to identify strengths and weaknesses in international institutions, propose practical solutions for effective multilateral cooperation, and consult with U.S. and international policymakers in translating these ideas into action. Among other accomplishments, we launched a high-profile essay collection on the impact of the eurozone crisis; provided guidance to influential U.S. and international officials on several global governance challenges; and released and updated online multimedia interactives and working papers. For a full list of activities from the IIGG program from July 1, 2010, to November 1, 2010, please refer to the attached appendix. This update highlights the program's major achievements since our annual report in July.

In September 2010, we launched a timely, new essay collection *in the Eurozone: Transatlantic Perspectives*, focusing on the unprecedented challenges facing the European Union (EU). The essays argue that national interests—even among major Western powers—are swiftly diverging from EU interests, and that weak leadership and institutions can further undermine prospects for the EU. We released the essay collection in time for the twentieth anniversary of German unification, and pursued an innovative and aggressive marketing strategy by publishing a related *ed* for *Spiegel Online International* and offering the collection for purchase on all major eBook platforms.

During the review period, we worked closely with U.S. and international policymakers in numerous venues. In October 2010, the IIGG program held the third meeting on *Emerging Powers, International Institutions, and World Order* in New Delhi, where CFR fellows met with Indian experts and had a briefing with the Indian national security advisor and deputy to discuss India's global priorities, President Obama's upcoming visit to India, and UN Security Council reform. In September, Stewart Patrick also traveled to South Korea to speak at the Group of Twenty (G20) Seoul International Symposium—a major international conference. At the meeting, Dr. Patrick participated in a six-hour briefing with lead South Korean G20 officials on strategies for the upcoming G20 summit in Seoul. Also in Washington, Patrick met with the French director general for global affairs to discuss G20 priorities for France—the group chair in 2011. In addition, the IIGG program organized an experts-only meeting on improving multilateral sanctions, with high-level figures from the United Nations and the U.S. government, which will inform a forthcoming IIGG report. In the coming months, we will also work with Deputy Assistant Secretary of State Victoria Holt and Assistant Secretary of State Eric Schwartz, to organize workshops on improving peacekeeping operations and humanitarian assistance.

The IIGG program continues to produce cutting edge publications and award-winning multimedia tools. In August, we launched a new Council Special Report on *Internet Governance in an Age of Cyber Insecurity*. The report gained impressive web traffic, downloaded over 1,000 times in the last month alone. We also released a new paper, *After Copenhagen*, highlighting the complex challenges surrounding climate change governance. Numerous sector-specific experts and news outlets cited the report, including a *New York Times* blog and ClimateWire. Concurrently, we have expanded the *Global Governance Monitor*, launching a new package on *public health* ahead of the UN Millennium Development Summit, and updating the package on *global finance* leading up to the annual meetings of the International Monetary Fund and World Bank. The Global Governance Monitor remains one of the most successful publications on CFR.org, receiving over 20,000 page views from July to October.

# COUNCIL *on* FOREIGN RELATIONS

## *International Institutions and Global Governance Program*

1777 F Street, NW, Washington, DC 20006  
tel 202.509.8400 fax 202.509.8490 www.cfr.org

### **International Institutions and Global Governance: World Order in the Twenty-First Century** A Program of the Council on Foreign Relations

UPDATE: July 1, 2010 – November 1, 2010

#### **ANNEX OF COMPLETED AND ANTICIPATED ACTIVITIES: FY11**

Since our annual report to the Robina Foundation, the International Institutions and Global Governance (IIGG) program has undertaken the following activities:

- Launched a new essay collection, *in the Eurozone: Transatlantic Perspectives* (October 5, 2010);
- Held a third workshop in the *Powers, International Institutions, and World Order* meeting series. The workshop took place in New Delhi, India, and was cosponsored by the Aspen Institute India (October 20-21, 2010);
- Launched a new issue package of the *Governance Monitor* on *health*, which tracks and assesses challenges, institutional arrangements, and the U.S. role in global health governance (August 11, 2010);
- Updated *Governance Monitor: Global Finance* ahead of the annual meetings of the International Monetary Fund (IMF) and World Bank (October 4, 2010);
- Updated the *webpage*, which houses all of our program's research and activities and ties them to current events as they pertain to multilateral cooperation and institutional reform;
- Held *multiple roundtable series*, including United States and the Future of Global Governance, U.S.-UN Relations, Global Health Governance, Global Stakes in Human Rights, U.S. Policy on Cybersecurity, and Globalization and Democracy in Latin America. Meetings included:
  - “Brazil's Role in the Global Economic System,” with Ambassador Miriam Sapiro, deputy U.S. trade representative (July 15, 2010);
  - “From the UN General Assembly to Seoul: The Future of UN-G20 Relations,” with IIGG Director Stewart Patrick (September 22, 2010);
  - “Global Leadership and the Promotion of Liberal Values,” with Henry Nau, professor of political science, Elliott School of International Affairs at George Washington University; and David Shorr, program officer, Stanley Foundation (September 27, 2010);
  - “The UN Human Rights Council: The Fruits of Engaging,” with Suzanne Nossel, deputy assistant secretary for international organization affairs, U.S. Department of State (October 12, 2010);
  - “Intelligence Community Meets Foreign Investors,” with Stewart Baker, former assistant secretary for policy, U.S. Department of Homeland Security; and Jonathan Gafni, deputy national intelligence officer, National Intelligence Council (October 12, 2010); and
  - “The Challenge of Noncommunicable Disease in Emerging Powers,” with Rachel Nugent, deputy director of global health, Center for Global Development; and Derek Yach, senior vice president of global health policy, PepsiCo (October 26, 2010);

Attendee  
Any standards/  
surprises?

- Diff<sup>2</sup> — Published a Council Special Report on:
- Governance in an Age of Cyber Insecurity by Robert K. Knake, former international affairs fellow in residence (September 2010);
- Published a working paper on:
- Copenhagen by Joshua Busby, assistant professor, the Lyndon B. Johnson School of Public Affairs at the University of Texas at Austin (August 2010); and
- Produced the following publications by Stewart Patrick, director of the IIGG program:
- "Irresponsible Stakeholders? The Difficulty of Integrating Rising Powers," *Foreign Affairs* (November 2010);
  - "The G20 and the United States: Opportunities for More Effective Multilateralism," A Century Foundation Report (October 2010);
  - "Crisis of Relevance at the United Nations," CFR.org interview (September 2010);
  - "The Tricky 'New American Moment,'" First Take for CFR.org (September 2010);
  - "Brazil Seeking Security," article in the *National Interest* (June 2010);
  - "Time for the G20 to Seize its Potential," op-ed in *China Daily* (June 2010);
  - "G8, G20: A View of Canada's Summits," expert brief for CFR.org; and
  - "Obama's National Security Strategy: Promise and Pitfalls," Group Expert Round-Up for CFR.org.

For the remainder of the fiscal year, the IIGG program will:

- Design and launch a new "policy innovations" memo series, offering concrete proposals for new institutions or reform of existing arrangements on critical international issues;
- Build a Global Governance Network (GGN), composed of prominent experts and opinion leaders from twenty major countries. The purpose of the GGN, which will be launched in autumn 2011, is to help the Council on Foreign Relations forge international consensus on—and galvanize political action in undertaking—needed reforms to existing multilateral institutions;
- Organize and host a workshop on multilateral peacekeeping with senior U.S. officials from the State and Defense Departments, the National Security Council, and the U.S. Mission to the UN. The session will assess trends in UN peacekeeping over the past decade and steps the United States can take to bolster multilateral peace operations (December 2010);
- Sponsor a major symposium on multilateral counterterrorism cooperation (January 2011);
- Organize a workshop on Europe, the United States, and Emerging Powers, to be held in Europe, which will involve senior European scholars and policymakers (Spring 2011);
- Sponsor workshops on regionalism in Latin America, Europe, Asia, Africa, and the Middle East;
- Plan and host the IIGG annual conference, "Regional Organizations and Global Governance";
- At the request of Eric Schwartz, assistant secretary for population, refugees and migration (PRM), U.S. Department of State, organize a workshop to improve U.S. and UN humanitarian assistance.
- Complete new Council Special Report, *United Nations Security Council Reform and the U.S. National Interest* by IIGG Director Stewart Patrick and Kara McDonald, former CFR international affairs fellow in residence;
- Continue its roundtable series on United States and the Future of Global Governance, U.S.-UN Relations, Global Health Governance, Global Stakes in Human Rights, U.S. Policy on Cybersecurity, and Globalization and Democracy in Latin America; and
- Draft new components of the Global Governance Monitor, including on armed conflict and terrorism, as well as update the package on climate change leading up to the United Nations Climate Change Convention meeting in Cancun, Mexico, in November 2010.

Summary of  
larger refs?

# COUNCIL *on* FOREIGN RELATIONS

## *International Institutions and Global Governance Program*

1777 F Street, NW, Washington, DC 20006  
tel 202.509.8400 fax 202.509.8490 www.cfr.org

### **International Institutions and Global Governance:**

A Program of the Council on Foreign Relations

### **PLANS FOR FOURTH YEAR OF FUNDING**

The defining foreign policy challenges of the first decades of the twenty-first century are global in nature and, if they are to be met, will require the collaboration of many countries. The International Institutions and Global Governance (IIGG) program will devote its fourth year to generating innovative institutional solutions that will facilitate global cooperation, helping senior U.S. officials and their international counterparts translate those ideas into action. The IIGG program will focus on three substantive themes: making existing global institutions more effective; increasing the capacity of regional organizations; and identifying new institutional frameworks and arrangements to solve common problems. The IIGG program will maximize the impact of its efforts by expanding its innovative memo series, disseminating its proposals through a network of think tanks based in the most important countries around the world, and continuing its public education and outreach efforts.

#### **Generating Ideas and Solutions**

The IIGG program seeks to identify ways to improve the effectiveness of existing global and regional organizations and to propose new institutional arrangements where current ones are failing or nonexistent.

##### *Making Global Institutions More Effective*

During FY12, the IIGG program will continue to generate ideas on how to improve the performance of global institutions such as the International Monetary Fund (IMF), the World Bank, the World Health Organization, and the International Atomic Energy Agency. In developing reform proposals, the IIGG program will convene numerous meetings and consultations with senior officials across the U.S. government, foreign governments, international organizations, and civil society groups. In turn, the IIGG program will advise these same officials on the practical steps they can take to turn reform ideas into reality. During the current programming year, the IIGG program is hosting workshops on strengthening UN peacekeeping and improving UN humanitarian assistance. Promising topics for FY12 include reforming the Human Rights Council, improving the UN's Counterterrorism Committee, and increasing the ability of the IMF, the Group of Twenty (G20), and the World Trade Organization to deal with currency and trade issues.

##### *Enhancing the Capabilities of Regional Organizations*

Regional organizations such as the African Union, the Organization of American States, and the Association of Southeast Asian Nations increasingly provide new and more effective vehicles for addressing transnational problems. Their member states may have more at stake, closer cultural ties, or longer histories of cooperation than global institutions. The IIGG program plans separate initiatives on Europe, Asia, Latin America, Africa, and the Middle East to explore how to increase and exploit the capabilities of these regional organizations. The initiatives will be led by CFR fellows who will involve U.S. government officials, foreign diplomats, representatives of regional bodies, and opinion leaders from civil society. The IIGG program will propose steps each organization should take and recommend concrete actions the United States and others should take to ensure that reforms are implemented effectively.

#### *Identifying New Institutions*

The United States and the rest of the international community face many problems for which effective institutions or arrangements do not exist or are woefully underdeveloped. Cybersecurity, global energy production, international investment, and counterterrorism are among the most obvious. During FY12, the IIGG program will identify steps that the United States and others should take in these and other issue areas to create new institutions or arrangements. These proposals could include creating entirely new organizations (such as a World Energy or World Investment Organization), developing new legal frameworks (such as a code for acceptable cyber behavior), or encouraging countries to pursue parallel and complementary policies (like the informal nuclear testing moratorium currently observed by the major nuclear powers.)

#### **Making a Difference**

The IIGG program was launched with the understanding that ideas need to be aggressively promoted and advocated with policymakers and the public before they can be turned into results. The IIGG program places a high priority on three signature outreach activities: expanding the Policy Innovations memo series; constructing a global network of think tanks; and providing public education on critical global governance issues.

#### *Expanding the Policy Innovations Memo Series*

The IIGG program launched its Policy Innovations memo series this year to better reach busy policymakers who need policy recommendations delivered in a form in which the diagnosis and prescription can be easily digested. Written by CFR fellows and outside experts, these 1,000- to 1,500-word essays provide policymakers with short, action-oriented analyses and recommendations to deal with specific global challenges. As is the case with other IIGG program products, the Policy Innovation memos are aggressively marketed to executive-branch policymakers in the United States and abroad. Release of the memos is also carefully coordinated with CFR's Congress and U.S. Foreign Policy Program, which arranges personalized briefings and seminars for members of the House and Senate and their staffs on a wide range of international and economic issues. The memos are also posted on CFR's award-winning website, [CFR.org](http://CFR.org).

#### *Building a Transnational Network to Champion Solutions to Global Problems*

Creating more effective international institutions requires more than persuading U.S. officials to act. It also requires persuading other leading governments to act. To this end, the IIGG program plans to use CFR's convening power and reputation to bring together representatives of major policy institutes from twenty of the world's most important countries to participate in candid, off-the-record discussions on how best to promote global cooperation. The first of what we hope will be annual meetings of the "Council of Councils" will be held in November 2011 at CFR's Washington, DC, office. The tentative topics for deliberation are combating climate change and building a stable global

financial system. The objective of the discussions will be to solicit the thoughts of our partners and to disseminate the ideas generated by the IIGG program's research. We hope that the assembled opinion leaders will bring the IIGG program's proposals back to their home governments and thereby promote the emergence of the multilateral consensus needed to spur to action. We would also invite officials from relevant international organizations so that they, too, could channel ideas back to their home institutions.

Beyond the annual conference, the Council of Councils will hold issue-driven regional meetings in rotating locations that are tied to global events such as the forthcoming conference for the UN Framework Convention on Climate Change in Cancun, Mexico, and gatherings of the Group of Twenty (G20). These meetings will serve as the foundation for multi-country policy consultations, research collaboration, and exchange of scholars in particular issue areas. We similarly seek to turn the Council of Councils into a platform for the participating institutions to collaborate as crises (such as terrorist attacks or pandemics) arise by taking advantage of videoconferencing and telecommunications technology.

#### *Deepening Public Understanding of Global Challenges*

Sustained U.S. leadership in addressing today's transnational challenges ultimately depends on an informed U.S. citizenry that understands the need for global cooperation and the steps required to achieve it. The IIGG program has since its inception worked to enrich public understanding by producing the Global Governance Monitor, an award-winning multimedia initiative. Each component of the Global Governance Monitor tackles a different global issue and provides: (1) a cinematic overview of the topic; (2) a graphical timeline; (3) a primer describing the nature of the problem, recent developments, and U.S. policy options; (4) an interactive global map; (5) a matrix of major relevant treaties and multilateral initiatives, identifying gaps in coverage and implementation; and (6) references for further reading. Past components of the Global Governance Monitor have tackled issues such as oceans and public health. Universities around the country have integrated the Global Governance Monitor into their curricula, and tens of thousands of people from around the world have viewed components of the Global Governance Monitor online. During FY12, the IIGG program will launch two additional installments, on "Promoting Human Rights" and "Combating Transnational Crime."

## **Summary Financial Budget**

Robina Foundation

July 1, 2011 – June 30, 2012

|                              |                    |
|------------------------------|--------------------|
| Core Staff                   | \$578,300          |
| Senior Fellows/Studies Staff | \$610,400          |
| Meetings                     | \$107,600          |
| Research Travel              | \$73,600           |
| Publication                  | \$36,000           |
| Multimedia                   | \$43,700           |
| Professional Services        | \$21,500           |
| Research Materials           | \$7,800            |
| Administrative               | \$69,400           |
| Outreach                     | \$236,400          |
| Project Management           | \$288,400          |
| <b>Total Annual Budgets</b>  | <b>\$2,073,100</b> |

**From:** Stewart Patrick <SPatrick@cfr.org>  
**Subject:** Re: Additional Fourth Year budget background  
**Date:** November 11, 2010 3:14:46 PM CST  
**To:** Penny Hunt <pennhunt@gmail.com>  
**Cc:** "ngilberg@robinafoundation.org" <ngilberg@robinafoundation.org>, "gaamoth@msn.com" <gaamoth@msn.com>, Farah Thaler <FThaler@cfr.org>

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Hi Penny,

Here is more detail on the Year 4 budget categories we discussed on Monday:

*Publications*

Category includes costs associated with eight to ten publications by IIGG Director Stewart Patrick and CFR fellows working under the umbrella of the IIGG program. Publications include IIGG-sponsored Working Papers, Meeting Reports, Policy Innovation Memos, and Council Special Reports. This category excludes costs associated with the Global Governance Monitor.

*Multimedia*

Category includes operating costs associated with the development of two Global Governance Monitor multimedia interactives, including expenses for photographs and video clips, editorial services, and consulting fees.

*Administrative*

Category considers costs associated with the Executive office, including oversight responsibilities of the program by CFR President Richard Haass, and other personnel expenses.

*Outreach*

Category includes costs for three departments that support the IIGG program in disseminating research findings and policy recommendations to policymakers, journalists, academia, and interested citizens in the United States and abroad. The three departments are CFR.org, Communications and Marketing, and Outreach.

The Outreach department develops strategies designed to maximize project impact for all IIGG activities. Communications and Marketing coordinates and monitors all outreach efforts on a weekly basis. Lastly, CFR.org provides technical and creative support for IIGG's numerous multimedia initiatives, including the Global Governance Monitor.

*Project Management*

Category includes indirect cost recovery for institutional expenses incurred by CFR for supporting the IIGG program. This is calculated at a rate of 15% of total direct costs. The category also appropriates funds to library services for research support of the IIGG program.

Please let me know if you have any other questions.

Many thanks,

Stewart

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**From:** Penny Hunt [mailto:pennhunt@gmail.com]  
**Sent:** Wednesday, November 10, 2010 6:21 PM  
**To:** Stewart Patrick  
**Cc:** 'ngilberg@robinafoundation.org'; 'gaamoth@msn.com'  
**Subject:** Re: Thanks for the opportunity to meet

Hi Stewart,

Our meeting was very helpful. Perfect timing for a discussion of your quarterly report and the Robina meeting in February.

# Rising Powers Flex Muscles On Global Stage

by TOM GJELTEN



Romeo Gacad/Getty

China's President Hu Jintao waves as he disembarks from his aircraft upon arrival at Seoul Air Base for the G20 Summit on Thursday. Emerging countries like China may no longer be satisfied with a share of the leadership of key international institutions. They may want to change the institutions themselves.

Council. The declaration before the Indian Parliament, not surprisingly, earned him sustained applause. He waited for it to die down, as if he wanted to be sure his audience heard what he had to say next.

"Now, let me suggest," Obama cautioned, "that with increased power comes increased responsibility."

Western leaders realize that rising countries like India and China deserve bigger roles in global institutions, but they are clearly concerned about how the new powers will exercise their enhanced authority.

November 11, 2010

text size A A A

Not long ago, it was the Group of Seven, comprising the big Western industrial countries, that managed the global economy. Now it's the Group of 20, and its summit this week is demonstrating how the global geopolitical landscape has changed.

The heated discussions in the South Korean capital, Seoul, over global trade imbalances and exchange-rate policies make recent G-7 meetings seem like a sideshow. China, India, Brazil and other rising economic powers are demonstrating their clout.

The United States and other governments say they are ready to broaden the leadership of key international institutions, from the International Monetary Fund to the United Nations. But the emerging powers may not be satisfied with a share of the leadership. They may want to change the institutions themselves and the principles that guide them. Western leaders are not sure how the global order will be affected.

Like President Bush before him, President Obama seems eager to welcome the new economic players to the global stage, as he did this week by endorsing India's longstanding bid for a permanent seat on the U.N. Security

**I think we're moving into an era where U.S. leadership is taken much less for granted and the**



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**Nancy Gilberg**

file CFR additional year Budget

**From:** Stewart Patrick [SPatrick@cfr.org]  
**Sent:** Thursday, November 11, 2010 3:15 PM  
**To:** Penny Hunt  
**Cc:** 'ngilberg@robinafoundation.org'; 'gaamoth@msn.com'; Farah Thaler  
**Subject:** Re: Additional Fourth Year budget background

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Many thanks,

Stewart

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**From:** Penny Hunt [<mailto:pennhunt@gmail.com>]  
**Sent:** Wednesday, November 10, 2010 6:21 PM  
**To:** Stewart Patrick

# COUNCIL *on* FOREIGN RELATIONS

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

October 30, 2008

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

Dear Gordon:

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

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

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

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

*Need for more clarity on key strategic objectives.* The overarching objective of this program is to arrive at useful and practicable recommendations on how to strengthen multilateral responses to today's pressing global governance challenges. In each area of research and policy engagement we undertake, we aim to answer four central questions: (A) How has the nature of this particular challenge changed in recent decades? (B) What international regimes and frameworks (informal

and formal, permanent and temporary, global and regional), exist to regulate behavior or advance cooperation in this issue area? (C) Are these mechanisms adequate to the task at hand, or should they be modified? (D) What institutional reforms and new divisions of labor would be appropriate, consistent with long-term U.S. national interests, and sustainable within the U.S. domestic context? For each major activity that we undertake, we will consult with all relevant stakeholders in an effort to answer these questions and to provide practicable policy options for U.S. and international policymakers on the best ways to reform existing—and in some cases create new—multilateral institutions and frameworks.

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

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

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

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

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

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

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

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

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

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

decisions over the budget, are strongly engaged with the program and have been supportive of my recommendations.

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

*Taking account of non-state actors in global governance.* The Board appears particularly interested in the question of competitors to the sovereign state in shaping (for good or ill) the current global order. This is something of great intellectual and practical interest to me personally, and it is included in our online program concept document as one of the distinguishing features of the twenty-first century. As I assured you in New York, we are involving a wide range of NGO, civil society, and private sector stakeholders in our deliberations, and the question of how to create or reform international institutions to accommodate non-state actors will remain central to our work. For example, Robina funding provided partial support for the Council's September 8 symposium on Global Health and U.S. Foreign Aid, under the leadership of Senior Fellow Laurie Garrett. The meeting, in which I also participated and spoke, included not only officials of U.S. agencies and international organizations but also representatives from private corporations (e.g., Merck), civil society (e.g., Global Aids Alliance), major health foundations (including the Gates Foundation), NGOs, and public-private partnerships (e.g., Global Alliance on Vaccines and Immunizations). The forthcoming white paper from that gathering will reflect the input of those actors and cite Robina funding as a major source of support. This is the sort of model we hope to encourage throughout our efforts. We will also consider a more focused product, such as a Council Special Report, on the challenges posed by non-state actors, both malevolent (such as al- Qaeda) and benign (such as humanitarian NGOs) for global governance efforts.

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

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

Yours sincerely,

*Stewart Patrick*

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

## Appendix: FY09 Draft Workplan

### Key Mapping of Existing International Institutions:

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

### Addressing Specific Global Challenges:

#### *Changing Norms and International Law*

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

#### *Transnational Threats*

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

#### *Environment and Energy Security*

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

#### *Global Economy*

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

#### *Peace and Security*

- An Emerging Security Architecture in Northeast Asia Workshop

### Assessing International Institutions:

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

file CFR

# ROBINA FOUNDATION

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August 31, 2010

Stewart Patrick, Sr. Fellow and Director, IIGG Program, Council on Foreign Relations

Dear Stuart:

I trust you received my voice message indicating that at the recent Robina Foundation Board Meeting, the Board approved payment of \$2,000,000 to the Council on Foreign Relations. This is the third installment of the Foundation's \$6 million grant to support the creation and implementation of CFR's International Institutions and Global Governance program. We are prepared to provide this funding and request that you email Nancy Gilberg ([ngilberg@robinafoundation.org](mailto:ngilberg@robinafoundation.org)) wiring instructions for transfer of the funds.

Your annual report on the various publications and activities of the IIGG program gave Board Members a very full picture of the depth and breadth of the program. Board Members particularly appreciated the Executive Summary and were especially interested in the "impact" items listed under "Promotional Activities and Impact." They also noted the uniqueness of the *Global Governance Monitor* and its growing use by researchers and policymakers.

I plan to work with you during the next several months to finalize the use of the Robina Foundation's fourth year of funding for the IIGG. My goal is to present CFR's plans to the Board at the fall meeting scheduled for mid-November. I'll also be in touch with you to talk about Robina's Board Meeting scheduled for February at CFR. Board Members have expressed great interest in attending one of CFR's roundtable discussions during their visit.

Please feel free to contact me with questions or concerns. Congratulations on the early success of the IIGG program. I must say we're in awe of all of your personal writing and presentations!

Sincerely,

*Penny*

Penny A. Hunt, Executive Director

cc: Richard N. Haass, President; James M. Lindsay, Sr. VP, Director of Studies; Robina Lead Director, Gordy Aamoth

University of Minnesota Law School  
Interim Report to the Robina Foundation  
October 26, 2010

The following provides a brief update to our August 3, 2010 annual report.

**A. Building on Strengths in International Law and Human Rights, Criminal Justice, and Law and Science**

The Law School has filled two of the three Robina funded chairs and continues to search for a star lateral to fill the law and science chair. This month we brought a leading candidate for that chair to campus for interviews and a presentation. The lateral appointments committee is collecting internal and external reviews of his scholarship and will likely refer the candidate to the full faculty for consideration of a possible appointment.

With the arrival this fall of Professor Antony Duff, the Law School has reached a critical mass in criminal law. The Law School's criminal law faculty are building an international network of leading criminal law theorists to address cutting-edge challenges in the field. Five international conferences on criminal law are planned for the coming year. Similarly, the arrival of Hari Osofsky has catalyzed new work at the intersection of international law, health law, and geography, adding an important new dimension to the work of the Consortium on Law and Values in Health, Environment & the Life Sciences.

**B. Transformation of Curriculum and Teaching**

Our curriculum reform effort continues to go well. The additions of rigorous capstones, increased clinical offerings in human rights and the integration of international law into the first year curriculum have been well received by students. A faculty committee worked over the summer (and continues to work) to modify the new, required first-year Practice & Professionalism course to respond to student concerns about the classroom component of the course. Our education policy committee has developed a definition of capstone courses and we are looking to expand those offerings.

**C. Robina Post-J.D. Fellowships**

Last year's Robina post-JD fellowship program was extremely successful, giving students exceptional practical experiences in a range of public service positions. Many fellowships have resulted in employment opportunities. We have budgeted for 50 post-JD fellowships this year, up from 37 last year.

**D. Annual Conferences**

The Law School has already held two major, Robina-supported conferences this fall. The symposium on *International Wrongs, International Rights: The Use of Criminal Law to Protect Human Rights* brought together a remarkable group of experts, including the Prosecutor of the International Criminal Court; papers will be published by the Journal of Law and Inequality in a symposium issue. This month, Mike Tonry hosted a group of leading criminal law scholars from

around the world at a two-day conference in Amsterdam to discuss the causes of declining crime rates in Western countries.

**FY 2011**

|                        |              |
|------------------------|--------------|
| Total Expended to Date | \$ 714,816   |
| Allocated for FY 2011  | \$ 1,400,000 |

**E. Extension Grant**

The Law School proposes to use the Foundation's very generous \$2 million extension grant to support recent hires in international law, criminal law, and law and science, new clinics in these areas, and related short-term faculty visits. (See attachment.)

**1. Faculty support**

We would like to use the extension grant to support two recent hires, Hari Osofsky and Ralph Hall. Hari joined the faculty this fall and serves as the new Associate Director of the Consortium on Law and Values in Health, Environment & the Life Sciences. Ralph, who has worked in the past as a part-time teaching specialist, is an expert on FDA compliance issues and device and drug law generally. He teaches one of our capstone courses. Ralph's position became full time this year to allow him to develop a proposal and possible funding sources for establishment of a device and drug law center at the Law School. This unique center would address critical health regulatory issues and would greatly strengthen our law and science program. Finally, we have budgeted for 1-2 new hires in our three focus areas.

**2. New clinics**

We have recently added two clinics in LaPPS program areas and would like to use the extension grant to support these clinics. In addition to the Robina-supported human rights clinic created by Jennie Green, we have launched an Immigration-Human Rights clinic, run by Steve Meili. Steve's clinic handles applications for political asylum, withholding of removal, and Article 3 claims under the Convention Against Torture. These clinics are very popular with students and engage them directly in live-client human rights work. We have also launched an Environmental Sustainability Clinic, taught by Prentiss Cox.

**3. Cluster hires**

As part of the cluster hire strategy that brought Antony Duff to the Law School, we seek to bring other world-class criminal law faculty to the Law School for recurring short visits to interact with the faculty here and help us build an international network in the field. This year we have invited Andrew Ashworth and Nicola Lacey, both eminent scholars at Oxford, to make such recurring visits; we would like to use Robina funds to defray those costs.

# ROBINA EXPENDITURES

Fiscal Year 2011: First Quarter Report  
7/1/2010-9/30/2010

|                                                                            | BUDGET               | Expenditures<br>7/1-9/30/2010 | Notes              |
|----------------------------------------------------------------------------|----------------------|-------------------------------|--------------------|
| <b>Center of Excellence Hires</b>                                          | <b>840,047</b>       | <b>699,137</b>                |                    |
| John Borrows                                                               |                      | 22,272                        | Includes           |
| Bert Kritzer                                                               |                      | 318,466                       | encumbrances       |
| Jennie Green                                                               |                      | 172,844                       | through the end of |
| Antony Duff                                                                |                      | 185,555                       | the Fiscal Year    |
| <br><b>Capstone Courses</b>                                                | <br><b>100,000</b>   |                               |                    |
| <br><b>Public Policy Internships</b>                                       | <br><b>70,000</b>    |                               |                    |
| <br><b>Post JD Fellowships</b>                                             | <br><b>250,000</b>   |                               |                    |
| <br><b>Robina Supported Faculty Public Policy Research and Conferences</b> | <br><b>171,465</b>   | <br><b>15,679</b>             |                    |
| <b>Research Support</b>                                                    |                      |                               |                    |
| F. NiAolian (D. Weissbrodt, O. Gross)                                      |                      | 3,168                         |                    |
| M. Orfield (K. Rietz)                                                      |                      | 9,794                         |                    |
| S. Meili                                                                   |                      | 2,717                         |                    |
| S. Wolf                                                                    |                      |                               |                    |
| G. Shaffer                                                                 |                      |                               |                    |
| M Tonry (R. Frase, K. Rietz, B. Feld, F. NiAolian)                         |                      |                               |                    |
| F. Aolain                                                                  |                      |                               |                    |
| R. Okediji                                                                 |                      |                               |                    |
| G. Shaffer                                                                 |                      |                               |                    |
| <b>Conference Support</b>                                                  |                      |                               | <b>Scheduled</b>   |
| M. Tonry                                                                   |                      |                               |                    |
| G. Shaffer                                                                 |                      |                               |                    |
| A. Duff, F. NiAolain                                                       |                      |                               | April 15-16, 2011  |
| C. Hill, F. NiAolain                                                       |                      |                               | May 20-21, 2011    |
| R. Frase                                                                   |                      |                               | multiple           |
| <br><b>TOTAL BUDGET/EXPENSES</b>                                           | <br><b>1,431,512</b> | <br><b>714,816</b>            |                    |
| <br><b>TARGET</b>                                                          | <br><b>1,400,000</b> |                               |                    |
| <br><b>Annual Commitment Unspent/(Overspent)</b>                           | <br><b>-31,512</b>   |                               |                    |

**ROBINA EXTENSION GRANT**  
**\$2,000,000 in Additional Funds**

|                                                    |              | <b>Year 1<br/>FY 2011</b> | <b>Year 2<br/>FY 2012</b> | <b>TOTAL</b>     |
|----------------------------------------------------|--------------|---------------------------|---------------------------|------------------|
| <b>FACULTY</b>                                     |              |                           |                           |                  |
| Science and Technology                             | Hari Osofsky | 214,520                   | 223,101                   | 437,621          |
| Science and Technology                             | Ralph Hall   | 145,199                   | 151,007                   | 296,206          |
| 2 New Hires in Law, Public Policy and Society      |              | 438,704                   | 456,252                   | 894,956          |
| Environmental Sustainability Clinic: Energy Policy | Prentiss Cox | 41,456                    | 43,115                    | 84,571           |
| Immigration-Human Rights Law Clinic                | Steve Meili  | 42,489                    | 44,189                    | 86,678           |
|                                                    |              | <u>882,368</u>            | <u>917,664</u>            | <u>1,800,032</u> |
| <b>ANNUAL CONFERENCES</b>                          |              |                           |                           |                  |
| Symposia                                           |              | 50,000                    | 50,000                    | 100,000          |
| A. Ashworth                                        |              | 25,000                    | 25,000                    | 50,000           |
| N. Lacey                                           |              | 25,000                    | 25,000                    | 50,000           |
|                                                    |              | <u>100,000</u>            | <u>100,000</u>            | <u>200,000</u>   |
| <b>Annual Proposed Budget</b>                      |              | <b>982,368</b>            | <b>1,017,664</b>          | <b>2,000,032</b> |

**From:** Penny Hunt <pennhunt@gmail.com>  
**Subject:** **Re: Robina Foundation / Quick Question**  
**Date:** November 16, 2010 9:52:37 AM CST  
**To:** David Wippman <dwippman@umn.edu>



Hi -

I think you already told me this, but I didn't write it down! Sorry. Thanks for your quick response. I don't need additional detail.

Penny

On Nov 16, 2010, at 9:43 AM, David Wippman wrote:

Penny,

Thanks for checking on this. We felt we had sufficient funds from the original grant to cover post-JD fellowships for next year. The continuing funds from the original grant will also be used to support faculty. I can provide some additional detail if that would be helpful.

Thanks and regards, David

On Tue, Nov 16, 2010 at 7:41 AM, Penny Hunt <pennhunt@gmail.com> wrote:

Good Morning, David,

I noted that your plans for the Robina extension grant don't include funding post-JD Fellowships. I know they have been important for the U. Will you use other funding sources to provide those fellowships? I know that Robina will also provide additional funding next year under the original multi-year grant. Am I correct that those funds will support faculty?

I'm sorry to bother you with this question. Thanks for your help.

Have a nice day.

Penny



# Yale Law School

KATHERINE R. NORTON  
Associate Director of Development

October 26, 2010

Penny A. Hunt  
Executive Director  
The Robina Foundation  
4900 IDS Center 80 South 8th Street  
Minneapolis, MN 55402

Dear Penny,

It was a pleasure to meet with you at the Law School on October 6<sup>th</sup>. We were very glad to have the chance to share with you in person the many wonderful activities and outcomes that the Robina Human Rights Fellowship Initiative has enabled at Yale Law School. Below, please find a quarterly update about our activities, thus far, in the current academic year, as well as our upcoming plans.

*Robina Human Rights JD Scholarships:* In academic year 2010-11, we are providing Robina Foundation JD Scholarships to ten students interested in human rights. The average scholarship amount provided to students is \$25,000. The greatest scholarship is \$32,400, and the smallest is \$16,750.

*Robina Summer Human Rights Fellowships:* In summer 2010, we provided summer human rights fellowships to 31 students working in organizations and offices ranging from Human Rights Watch in Lebanon to the Department of Legal Issues, Treaties, and Human Rights at the Ministry of Foreign Affairs of the Republic of Kosovo to the Centre for Policy Alternatives in Sri Lanka. The total average combined stipend and travel funding provided to each student was \$5,992.

*Robina Foundation Post-Graduate Fellows:* As we mentioned in our May 2010 report, Terra Gearhart-Serna '10, Jason Pielemeier '07, and Aaron Zelinsky '10 are the 2010-11 Robina Foundation Post-Graduate Fellows. Terra will spend her fellowship year as a law clerk in chambers for the International Criminal Tribunal for the Former Yugoslavia; Jason will serve as a special assistant to the Assistant Secretary of State for Democracy, Human Rights and Labor; and Aaron will work as a special assistant to the Legal Advisor to the U.S. State Department.

*Robina Foundation Fellows:* As noted in our May 2010 report, a number of outstanding scholars and practitioners are joining us this year as Robina Fellows. They are spending time at the Law School teaching courses, conducting research, and leading workshops on human rights topics. Below are their brief biographies and activities.

Alice (Ali) Miller, Senior Fellow at Berkeley Law-Boalt Hall's Thelton E. Henderson Center for Social Justice, is teaching a *Sexual Rights* course at the Law School this semester. Yitzhak Benbaji, who teaches courses on ethics, political philosophy, philosophy of language, and practical rationality at the law faculty and the philosophy department of Bar-Ilan University in Israel, is writing a book on humanitarian law and speaking at the Law School's regular *Human Rights Workshop: Current Issues and Events* on November 12; his talk is entitled "Justice in Asymmetric Wars." Daniel Bonilla '00 JSD, Director of the Public Interest Law Group at the Universidad de los Andes in Bogotá, Colombia, whose interests include the theory of law, theories of justice, multiculturalism, legal pluralism, and constitutional law, will be doing research and co-teaching a seminar with Professor Silk in the spring semester entitled *Comparative Constitutional Law: Structural Social Change and Constitutionalism in the Global South*. Lucas Guttentag, the founding national Director of the Immigrants' Rights Project of the American Civil Liberties Union Foundation, will teach a course at the Law School this spring entitled *Constitutional Impact and Law Reform Litigation: Issues and Strategies*. Jeffrey Kahn '10 JD, who is currently pursuing a PhD in anthropology at the University of Chicago, will continue his doctoral research in anthropology on the history of the struggle for the rights of Haitian refugees in both the United States and Haiti; he will be consulting with the Lowenstein Clinic and the Schell Center about possible programs or clinical

projects concerning Haiti. Sam Moyn, Professor of History at Columbia University and Co-Director for the Consortium for Intellectual and Cultural History at Columbia University, in connection with his new book, *The Last Utopia: Human Rights in History*, has been leading a series of three workshops at the Law School on "Human Rights in History." Jonathan Schell, the Peace and Disarmament Correspondent for *The Nation* and the author of a number of important books, including, most recently, *The Unconquerable World: Power, Nonviolence, and the Will of the People* and *The Seventh Decade: The New Shape of the Nuclear Danger*, is helping to organize a roundtable on human rights and the media.

Robina Coordinator and Plans for Evaluation: As you know, Katherine Lawder was recently hired as the Robina Human Rights Fellowship Coordinator. In this capacity, she will be responsible for coordinating the day-to-day activities of the Robina Initiative; organizing lectures, panels and other events involving Robina Fellows and summer human rights fellows; designing and implementing assessment tools to evaluate the Initiative's impact; and collaborating with the Schell Center's Director Jim Silk, to conduct further outreach to students in other parts of the University to increase their involvement in the Law School's human rights programs.

As discussed during our October 6<sup>th</sup> meeting, Ms. Lawder has created a set of evaluation tools designed to measure the impact of the Robina Initiative. The evaluation tools will include (1) reviewing and compiling reports written by summer human rights fellows and post-graduate fellows about their experiences; (2) implementing a Likert Scale questionnaire to gather qualitative data from the summer fellows; (3) conducting structured oral interviews of Robina JD scholars, summer fellows, post-graduate fellows, and visiting fellows to assess the value of the Robina Initiative to each of them individually; and (4) tracking and documenting specific activities conducted by Robina Visiting Human Rights Fellows, such as the number of articles written, classes taught, and/or talks and workshops in which they participated during their fellowship. Ms. Lawder is also developing a new database to document previous students' international human rights work and to prospectively track students' human rights activities at the Law School. This database will serve several functions: It will help students have contact with graduates with relevant interests and experience; enable us to track students' professional development; and create greater institutional memory.

Related Activities: In addition to the activities described above, there are several other programs and events that have been planned and initiated as a result of the interactions between Robina-associated fellows and students. Returning Robina summer human rights fellows will lead three student panels on human rights this fall. During the first panel, fellows will share experiences about their summer human rights work to introduce and publicize the summer human rights fellowships to the first-year law students. In the second and third panels, students will lead discussions of specific human rights issues on which their summer work focused, including the work of the international criminal tribunals. In addition, the Law School hosted a reception for returning summer human rights fellows to share their experiences and the challenges and rewards they faced.

"The Immigration Theory and Practice Workshop Series," which was initiated last year by Robina Fellow Lucas Guttentag, will continue this year. As mentioned above, this fall, Robina Fellows Sam Moyn and Yitzhak Benbaji are participating in the Law School's regular *Human Rights Workshop: Current Issues and Events*.

Currently, nine Robina JD scholars and summer human rights fellows are enrolled in the Allard K. Lowenstein Human Rights Clinic, which seeks both to provide students with the skills necessary to be effective human rights lawyers and to promote greater respect for human rights by providing assistance to appropriate organizations and individual clients. This year Robina JD Scholar Megan Corrarino is one of the Student Directors of the Lowenstein International Human Rights Project and Robina JD Scholar Rupali Sharma is one of the Student Directors of the Schell Center. I look forward to reporting on more Robina-related activities as they emerge.

As you can see, the Robina Human Rights Fellowship Initiative is having a tangible impact on the Law School and our students. In addition to this quarterly report, I have attached a document addressing the topics that we discussed during your visit, as well as our proposal for the use of your most recent grant of \$1,000,000. We are ever grateful for your support, and I look forward to receiving your feedback.

Best regards,

Kate Norton

**Proposal for the Recent Grant from the Robina Foundation**

We are very thankful for the Robina Foundation's generous recent grant of \$1,000,000 to support the Robina Human Rights Fellowship Initiative at Yale Law School. During the period of July 1, 2011, to June 30, 2012, we would like to propose to use this grant in a manner similar to that in which it has been used in the past, with a few slight modifications, as noted below.

First, we propose combining the categories of Senior and International Fellows into a sole category with the title of "Robina Visiting Human Rights Fellows." Because the boundaries between junior and senior are not clear and some of the people we believe would be valuable to have in residence at the Law School may be both "senior" and "international," we believe the title of "Robina Visiting Human Rights Fellows" provides appropriate flexibility that will enable us to identify a set of fellows who will most enrich the program. In addition, we would like to invite the Fellows to visit the Law School for varying periods of time—from a few weeks to a full year or more—depending upon their schedule and planned activities. In particular, this would allow us to benefit from visits by people who cannot be away from their regular responsibilities for an entire year.

Second, we would like to increase the number of Robina Post-Graduate Fellows from two to three annually. We feel that this addition would be of value both to human rights organizations and to our graduates wishing to enter the human rights field.

Third, we would like to apportion a small amount of the funds to support "human rights clinical education innovation and field missions." The fund would (1) support human rights field missions for Allard K. Lowenstein International Human Rights Law Clinic student teams, enabling the Clinic to carry out projects in support of efforts that require field research and providing students with critical human rights field experience; and (2) support the development of new ventures in clinical human rights-related education (examples include clinical course initiatives in human rights and development, global health and human rights, and human rights and detention in the U.S., as well as initiatives on new issues within the Lowenstein Clinic).

Below is a proposed budget:

|                                                                        |                 |
|------------------------------------------------------------------------|-----------------|
| Robina Human Rights Scholarships (15-20)                               | \$250,000       |
| Robina Summer Fellowships and Travel Support (30-35)                   | \$200,000       |
| Robina Post-Graduate Fellowships (3)                                   | \$180,000       |
| Robina Visiting Human Rights Fellows                                   | \$235,000       |
| Robina Coordinator                                                     | \$65,000        |
| Clerical Support and Associated Expenses                               | \$20,000        |
| Fund for Human Rights Clinical Education Innovation and Field Missions | <u>\$50,000</u> |

**TOTAL COST**

**\$1,000,000**

Thank you again for the Robina Foundation's support of this important work. We look forward to receiving your feedback regarding this proposal.

*Questions About the Robina Human Rights Fellowship Initiative  
at Yale Law School*

What is the relationship between the Orville H. Schell, Jr., Center for International Human Rights and the Robina Human Rights Fellowship Initiative?

The Robina Human Rights Fellowship Initiative is a part of the overall human rights activities of the Law School and is facilitated through the Schell Center for Human Rights, which is the nexus for human rights activities at the Law School. The Schell Center works to provide a multi-faceted program that includes opportunities for practical experience, fostering scholarship and the exchange of ideas, adding human rights content to the law school through teaching and events, as well as being of service in the world through great clinical project work. Funding from the Robina Initiative has expanded the opportunities for students and professionals to pursue human rights work through scholarships, summer fellowships, post-graduate fellowships, and visiting fellowships. The Robina Initiative helps to support and can help sustain and grow human rights activities at the Law School.

How has the Robina Human Rights Fellowship Initiative furthered a "community of interest" among individuals interested in human rights?

The Schell Center and the Robina Initiative work in tandem to create and expand opportunities for students and scholars to pursue human rights activities. In addition to the Robina Initiative, the Law School facilitates several human rights programs that promote a "community of interest" among individuals interested in human rights; these programs include the Allard K. Lowenstein Human Rights Clinic, the Allard K. Lowenstein Human Rights Project, the Robert L. Bernstein Fellowships in Human Rights, and the *Yale Human Rights and Development Law Journal*, in addition to a weekly Human Rights Workshop and a rich schedule of lectures, panels, and conferences such as the Robert L. Bernstein Symposium, which annually draws more than 150 students, scholars and advocates interested in human rights to discuss specific topics.

The Robina Initiative has added to and grown this "community of interest." By providing scholarships to JD students interested in human rights, the Robina Initiative has encouraged students to participate in the myriad of human rights activities at the Law School and has reduced their debt-burden, making them more likely to be able to choose human rights careers. Through providing support for summer human rights fellowships, the Robina Initiative has enabled students to pursue human rights work directly in the field and to return to the Law School to talk about and share their experiences with others at numerous human rights events and in classes. The gathering of summer fellows for a reception every fall is a wonderful sharing of perspectives and insights. These students often go on to apply to become Robina Post-Graduate Fellows, who then contribute to the development of the human rights community at large through their continuing work. When these fellows return to the Law School for symposia and other events, they enrich the experience of current students and have further opportunities to develop connections with each other. Lastly, the Robina Visiting Fellows participate in and help to facilitate a community of interest in human rights by leading seminars, giving talks, facilitating workshops, and teaching classes, as noted in the quarterly report.

Below are a few specific examples of the ways that the Robina Human Rights Fellowship Initiative has helped to engender a greater "community of interest" in human rights:

- Funding from the Robina Initiative has been used each fall to support a gathering for students who have just returned from Robina-supported summer human rights fellowships, allowing them to share their experiences among themselves. Students also participate in a number of panels in which they promote the summer fellowships and share their experiences with other students. This year, Robina summer fellows are hosting two additional panels in which they will lead discussions of substantive issues in human rights.

- In academic year 2009-10, funding from the Robina Initiative was used to support "The Immigration Theory and Practice Workshop Series," which Robina Visiting Fellow Lucas Guttentag helped to organize. With a group of students, Lucas organized the following sessions:
  - November 11, 2009: "Migration, Gender, and Nationality," featuring Judith Resnik and Patrick Weil
  - November 17, 2009: "Immigration and Adjudication," featuring Lucas Guttentag and Michael Wishnie
  - December 9, 2009: "Global Justice and Development," featuring Muneer Ahmad and Cristina Rodriguez

Through the support of the Robina Initiative, the Immigration Theory and Practice Workshop Series is continuing in the 2010-11 year.

- In academic year 2008-09, Dapo Akande and Ryan Goodman participated in an event open to the community in which they talked about their work and activities as Robina Fellows.
- Another example of the impact the Robina Initiative has had on the "community of interest" in human rights is the enthusiasm of Robina Visiting Fellow Lucas Guttentag. As Founding Director of the Immigrants' Rights Project at the American Civil Liberties Union, Mr. Guttentag has litigated class action and constitutional cases to advance the legal rights of immigrants and refugees in federal courts, including in the Supreme Court, for more than twenty-five years. Mr. Guttentag has remarked that the Robina Fellowship has provided valuable time for him to take a respite from his busy work as a litigator to teach, participate in panels and workshops, and work with students to provide public interest career counseling and supervise student research papers. Last year, in addition to teaching three courses, Mr. Guttentag spoke at the Law School's Human Rights Workshop on *Immigrants' Rights and the Obama Administration: Developments and Dangers*; helped organize and participated in the Law School's Immigration Theory and Practice; participated in the Global Constitutionalism Seminar; and was a guest lecturer in Professor Owen Fiss's Civil Procedure class, Professor Judith Resnik's Procedure small section, and Professor Christina Rodriguez' Immigration Law course. He was also a moot court judge for Professor Paul Kahn's Constitutional Law class. In addition, he consulted with Lowenstein International Human Rights Clinic students and faculty on various cases and issues and supervised student research and papers. Mr. Guttentag is currently developing a casebook on constitutional litigation against federal agencies for use by law faculty teaching immigration law or constitutional litigation courses.
- This year, in order to enhance the "community of interest," Katherine Lawder, the recently hired Robina Human Rights Fellowship Coordinator, is developing a new database to document previous students' human rights work and to prospectively track students' human rights activities at the Law School. The database will help students interested in human rights connect with graduates who have relevant interests and experience. We will continue to cultivate relationships between students and graduates by developing this database to facilitate greater networking. By providing opportunities for visiting fellows to interact with interested students and faculty in an extraordinary learning environment, we are enabling students to develop important and lasting relationships with people working in human rights who can continue to be valuable resources for our students. Ms. Lawder is also collecting and organizing all of the summer fellows' reports, which include practical information and reflective essays, to make them available to current students who are exploring the possibility of developing their own summer fellowship opportunities.

In the future, the Law School expects to organize a regular symposium, probably every other year, in which current and past Robina Visiting Human Rights Fellows would be invited to participate as panelists and to which students and former students who have benefited from Robina support, whether through scholarships, summer fellowships or post-graduate fellowships, as well as other students and alumni interested in human rights, would be invited.

Are there differences between the position of the "Robina Project Director" and the "Robina Fellowship Coordinator"?

There are a few slight differences between the Robina Human Rights Fellowship Coordinator position and the Robina Project Director position, as originally envisioned in our proposal. Because Jim Silk, the Executive Director of the Schell Center, was most knowledgeable about the various aspects of the human rights program at the Law School and in the best position to oversee the various components of the Robina Initiative, we thought that it would be best to retain many of the director's responsibilities and to hire someone to work directly with him to carry out the administrative and assessment aspects of the Robina Initiative. This also enables us to have the Coordinator help conduct outreach to other parts of the University to encourage wider participation in the Law School's human rights activities. The Robina Coordinator is devoting a significant portion of her time to create a set of evaluation tools to assess impact of the Robina Human Rights Fellowship Initiative. The Robina Coordinator is spending the vast majority of her time working on activities of the Robina Initiative, but may, from time to time, also help facilitate related human rights activities at the Law School.

What is the relationship between the level of funding from the Robina Initiative and the overall funding for human rights activities at Yale Law School?

The annual budget of the Schell Center is roughly \$500,000 per year. This includes the following expenses: the salary of Jim Silk, Executive Director of the Orville H. Schell, Jr. Center for International Human Rights; a small portion of the salary of Professor Paul Kahn, Director of the Orville H. Schell, Jr. Center for International Human Rights; the salary of the Cover-Lowenstein Fellow in International Human Rights Law, who helps teach the Lowenstein Clinic and supervise the activities of the Schell Center; a portion of the salary of one administrative assistant, who also works for several individual faculty members; the expenses of the Allard K. Lowenstein International Human Rights Law Clinic; expenses associated with the human rights conferences, symposia, workshops and other events sponsored by the Schell Center; and the expenses of post-graduate human rights fellowships not associated with the Robina Human Rights Fellowship Initiative.

Funding from the Robina Foundation has provided an additional budget of \$1,000,000 annually this year and throughout the past two years to support the Robina Human Rights Fellowship Initiative at Yale Law School. Each year, the Robina Foundation's funding has provided approximately \$250,000 for Robina JD Scholarships; \$200,000 for summer fellowships, which include a weekly living stipend and travel support; \$120,000 for Post-Graduate Fellows; \$260,000 for Robina Visiting Fellows; and \$170,000 for the Robina Project Director, clerical support and associated expenses.

*file yale drama*

# ROBINA FOUNDATION

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4900 IDS Center  
80 South 8<sup>th</sup> Street  
Minneapolis, MN 55402  
Phone: 612-333-2313  
Fax: 612-333-0182  
[www.robinafoundation.org](http://www.robinafoundation.org)

August 31, 2010

James Bundy, Dean/Artistic Director, Yale School of Drama/Yale Repertory Theatre

Dear James:

You undoubtedly heard from Deborah Berman that at its recent board meeting, the Robina Foundation Board of Directors approved payment of \$1,350,000 to the Yale School of Drama. This is the third installment of the Foundation's \$2.85 million grant to support the Yale Center for New Theatre. We are prepared to provide this funding and request that you email Nancy Gilberg ([ngilberg@robinafoundation.org](mailto:ngilberg@robinafoundation.org)) wiring instructions for transfer of the funds.

Robina Board Members are very impressed with the development of the Center for New Theatre as described in the Yale School of Drama's annual report and the Drama School's achievement of various benchmarks and objectives for the grant. Your stewardship of Robina grant funds is exemplary. The Mellon Foundation's recently announced support of the Center for New Theatre evidences the success of the program and its great potential for the future. The Robina Board is particularly interested in the "production enhancement fund" created with Robina funding and anticipates increased activity within that part of the Center as the Center's programs mature.

I plan to work with Deborah during the next several months to finalize the use of the Robina Foundation's fourth year of funding for the School of Drama. My goal is to present Yale's plans to the Board at the fall meeting scheduled for mid-November.

Please feel free to contact me with questions or concerns. Congratulations on the early success of the Center for New Theater.

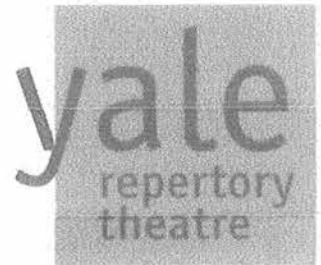
Sincerely,

*Penny*

Penny A. Hunt, Executive Director

cc: Dr. Richard C. Levin, President, Yale University; Inge Reichenbach, Vice President, Development; Deborah Berman, Director of Development and Alumni Affairs, Yale School of Drama; Robina Lead Director, Peter Karoff

Wednesday  
11/3/10 - 12:00



October 26, 2010

Dear Penny,

It is my pleasure to provide you and the Trustees of the Robina Foundation with this quarterly report on the activities of the Yale Center for New Theatre.

### Workshops and Residencies

In July, the Center conducted a one-day reading of Will Eno's commission *The Realistic Joneses* in New York City. Director Sam Gold led a cast of four actors (David Harbour, Amy Hohn, Paul Sparks, Christina Kirk) in rehearsal and discussion of an early draft of Eno's play. Sam Gold's recent directing credits include the world premieres of Kim Rosenstock's *Tigers Be Still* (Roundabout Underground), Annie Baker's *Circle Mirror Transformation* (Playwrights Horizons), and Stephen Belber's *Dusk Rings A Bell* (Atlantic Theater Company).

Also in July, the Center partnered with the Oregon Shakespeare Festival (OSF) to sponsor a one-week retreat (July 26-31, 2010) for Yale Repertory Theatre Playwright-in-Residence Paula Vogel, Eugene O'Neill Professor (Adjunct) of Playwriting and Chair of Playwriting Department, to work on her commissioned play (currently known as "The *God of Vengeance* Project"). For this piece, Paula is collaborating with director Rebecca Taichman to explore the obscenity trials linked to the 1923 Broadway production of Sholem Asch's *God of Vengeance*. During the retreat, Paula participated in dramaturgical meetings with Rebecca and Yale Rep Associate Artistic Director Jennifer Kiger and worked with OSF's Black Swan Lab company of actors as they read excerpts from court transcripts and portions of Asch's original text. Rebecca Taichman directed the world premiere of David Adjmi's *The Evildoers* at Yale Rep and recently directed Sarah Ruhl's *Orlando* (Classic Stage Company), the world premiere of Rajiv Joseph's *Gruesome Playground Injuries* (Alley Theatre), and *Twelfth Night* (McCarter, Shakespeare Theatre).

In August, the Center invited three commissioned playwrights (Julie Marie Myatt, David Nugent, and Lina Patel) to attend a week-long retreat (August 22-27, 2010), which was held in conjunction with Yale School of Drama's four-day "Boot Camp" intensive, led by Paula Vogel.

### New Play Production

The world premiere of *We Have Always Lived in the Castle* (book and lyrics by Adam Bock, music and lyrics by Todd Almond, directed by Anne Kauffman) opened the Yale Rep 2010-11 season. The production began rehearsals on August 2, and the show ran September 17-October 9, 2010. Funding from the Mellon Foundation allowed us to add one week of rehearsal to the production calendar. This premiere

JAMES BUNDY,  
ARTISTIC DIRECTOR

VICTORIA NOLAN,  
MANAGING DIRECTOR

YALE REPERTORY THEATRE  
PO BOX 208244  
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PHONE: 203.432.1559  
FAX: 203.432.2562

yalerap@yale.edu  
yalerep.org

represents the culmination of more than two years of new musical development and artist-driven support by the Center for New Theatre. Press clippings and reviews are attached.

Rehearsals for Kirsten Greenidge's *Bossa Nova* began on October 18, 2010. The world premiere of *Bossa Nova*, which is being supported by the Center, will run November 26-December 18, 2010. We are pleased to report that *Bossa Nova* is the recipient of the Edgerton Foundation's New American Plays Award, which funds an additional week of rehearsal of the premiere.

### **Commissions**

As mentioned in our year-end report, we have proceeded with the negotiations of playwright Branden Jacobs-Jenkins's commission agreement. Additionally, the Center has awarded commissions to Lucy Thurber and Alice Tuan. Their bios are attached for your review. We anticipate awarding the majority of the fiscal year's eight commissions this winter and will continue to update you on the growing roster of new writers in subsequent reports.

### **Plans for the New Funds**

The first two years of the Center's work have been quite productive, and we look forward to building on this strong foundation. We currently have twenty projects in the pipeline and nearly fifteen more to be added by the end of FY12. We believe the best use of the generous additional gift of \$950,000 is to continue supporting the activities of the Center and its original goals and objectives:

The Yale Center for New Theatre is an initiative to commission, develop, and produce new work for the stage, thereby cultivating the skills and nurturing the talents of aspiring playwrights and other theatre professionals.

### **Goals**

- Keep writers of outstanding potential engaged in the profession
- Establish a new standard in artist-centered development and production
- Provide a pipeline for new talent and new work to theatre companies across the country
- Broaden the experiences and expertise of Yale students and embolden them to imagine new possibilities for the stage
- Serve as a model for the training of theatre professionals in the production of new work

### **Objectives**

- To support a significant number of Yale commissioned plays and provide commissioned artists with readings and workshops, as well as residencies at the School of Drama
- To produce work of the highest possible artistic standards at Yale Rep and encourage the advancement of plays and musicals developed and produced by the Center
- To introduce artist-centered, collaborative, and integrated workshops, laboratories, and courses to the Yale School of Drama curriculum

Amt.

- To promote the production of new plays and musicals through the Production Enhancement Fund, a mechanism that helps to underwrite multiple productions of Yale commissioned plays in theatres across the country

We remain enormously grateful to the Foundation for its extraordinary investment in the Yale Center for New Theatre.

Sincerely,

*James Bundy*

James Bundy

Breakdown of Budget

Surprises / lessons learned

## Nancy Gilberg

---

**From:** Penny Hunt [pennhunt@gmail.com]  
**Sent:** Tuesday, November 02, 2010 2:09 PM  
**To:** James Bundy; Deborah Berman  
**Cc:** Karoff Peter; Gilberg Nancy  
**Subject:** Robina Foundation / Conference Call Tomorrow

Hi James and Deborah,

Thank you very much for providing us with your quarterly report. You've been busy! Peter and I look forward to talking with you tomorrow about the report and the work of the Center for New Theatre.

I have several questions about the report and the Center:

1. *We Have Always Lived in the Castle*: Your material includes press clippings and reviews for the play. When I met with James last month, we talked about, and he gave me, the New York Times Review. I don't believe that review was included with the report. Should I add it to the material in the Robina Board Book? How was attendance at the play?
2. What is the total number of commissions funded with Robina Foundation support? (Your report references twenty projects in the pipeline and fifteen more to be added by the end of FY12. Is this a reference to commissions or a combination of commissions, workshops, etc.?)
3. Plans for the additional \$950,000 grant Robina has agreed to provide:
  - Will your objective for the additional year be to provide 8 commissions, as has been the objective in other years? Do you anticipate a change in the amount of the commissions?
  - How many workshops, etc. do you hope to hold during the additional year?
  - How do you expect to allocate the \$950,000 grant among commissions, workshops, Production Enhancement Fund, etc? (We don't want to lock you into a particular allocation since needs may change over the next year, but it would be helpful to have some perspective on this allocation.)
  - Am I correct in assuming that we should schedule this payment for September 2011?
4. Any surprises or lessons learned during the past quarter?

I think that's it. Peter may have other questions to add now or tomorrow during the call.

Warm regards,

Penny

CT Post Blog Review:

<http://blog.ctnews.com/meyers/2010/09/25/'we-have-always-lived-in-the-castle'-who-poisoned-the-sugar/>

## **'We Have Always Lived in the Castle': who poisoned the sugar?**

September 25, 2010 at 11:20 am by Joe Meyers

One of the most exciting developments in the theater in recent years has been the way that serious playwrights have begun to expand our notions of *musical* theater.

Tony ("Angels in America") Kushner worked on the magnificent "Caroline, or Change."

Doug Wright followed his Pulitzer Prize-winning play "I Am My Own Wife" with the book for the extraordinary 2006 musical "Grey Gardens."

The wonderful new show that opened the Yale Repertory Theatre season Thursday night, "We Have Always Lived in the Castle," continues this trend with Adam Bock (below) — the author of the terrific "The Drunken City," among others plays — making his first foray into musical theater.

Taking a macabre 1962 novel by Shirley Jackson as his source material, Bock and composer Todd Almond and director Anne Kauffman have fashioned a haunting, funny and moving musical that is worthy of comparison with the Kushner and Wright shows.

"Castle" is about two grown sisters Constance Blackwood (Jenn Gambatese, below left) and Mary Katherine Blackwood (Alexandra Socha, below right) who have been living in seclusion in a Vermont mansion for six years when we meet them at the ages of 28 and 18.



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October 15

September 27, 2010

Theater Review | 'We Have Always Lived in the Castle'

## American Gothic Tale With a Ray of Sunshine

By CHARLES ISHERWOOD

NEW HAVEN — There's nothing wrong in the new musical "We Have Always Lived in the Castle" at the Yale Repertory Theater, and that's exactly the problem.

Everything should be more than a little off in the cloistered universe inhabited by the strange sisters of Shirley Jackson's eerie 1962 novel. They live at a frightened, hostile remove from the world, in a rambling country house where a multiple murder has left impenetrable shadows.

But in adapting Jackson's unsettling book for the stage, the playwright Adam Bock and the composer Todd Almond have thrown open the shutters and let in the sunshine. Instead of finding a fresh, introspective musical form to express the haunting atmosphere of the book, which is told from the perspective of the younger and odder of the two sisters, Mr. Bock and Mr. Almond essentially try to make Jackson's gothic tale conform to the generic norms of musical comedy. The show is about as spine-tingling as Broadway's date with "The Addams Family," and about as much fun.

True, Mary Katherine Blackwood (Alexandra Socha) does greet us on a darkling note. "I am 18 years old and I live with my sister, Constance, and my Uncle Julian," she announces at the top of the show. "The rest of my family is dead."



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New Haven Register Review:

[http://nhregister.com/articles/2010/09/26/entertainment/00926\\_yale\\_rep\\_rev092510.txt](http://nhregister.com/articles/2010/09/26/entertainment/00926_yale_rep_rev092510.txt)

## Yale Rep's 'Castle' is inspiring, intelligent, refreshing

Sunday, September 26, 2010

By E. Kyle Minor

NEW HAVEN — Something boldly sinister this way comes to Yale Repertory Theatre in the form of "We Have Always Lived in the Castle," an inspired new musical based on the 1962 Shirley Jackson novel of the same name. It is intelligent, melodic and excellently executed.

Featuring book and lyrics by Adam Bock and music and lyrics by Todd Almond, "We Have Always Lived in the Castle" is as unlikely as it is welcome. Jackson's novel, her last, is chock-full of black humor, New England-ish gothic flavor and misanthropy. Wags have called it a paean to agoraphobia. It is not the usual source that spawns traditional musical theater (opera, perhaps). Creators Bock and Almond embrace these dark qualities in all their quirky splendor. "The Drowsy Chaperone" this is not.

Directed by Anne Kauffman with a light but sure-handed touch, "We Have Always Lived in the Castle," which continues through Oct. 9 at the University Theatre, is a homegrown world premiere production commissioned by Yale Rep with production support by the Yale Center for New Theatre. Its production values are, like its cast, top-drawer. Set in small-town Vermont during, judging by Ilona Somogyi's period costumes, the late 1950s, the action, which unfolds in flashback, takes place primarily in the Blackwood family manse, brilliantly suggested by David Zinn's fluid, cryptic set.



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Variety Review:

<http://www.variety.com/review/VE1117943691.html?categoryid=33&cs=1>

Posted: Fri., Sep. 24, 2010, 12:06pm PT

## **We Have Always Lived in the Castle**

**(University Theater, New Haven, Conn.; 650 seats; \$85 top)**

By **FRANK RIZZO**

A Yale Repertory Theater presentation of a musical in two acts by Adam Bock, based in a novel by Shirley Jackson, with music by Todd Almond and lyrics by Almond and Bock. Directed by Anne Kauffman. Music direction by Dan Lipton.

Merricat Alexandra Socha Constance Jenn Gambatese Julian Bill Buell Charles Sean Palmer  
Also: Joy Franz, Carly Hughes, Beth McVey, Ryan Murphy, William Parry, Matt Pearson,  
Richard Todd Adams, Heather Ayers.

**The mansion on the hill is disturbingly askew and the young girl who lives there has an unnerving self-possession. It's all part of Shirley Jackson's slyly menacing, next-to-abnormal world that she evokes in her 1962 novel "We Have Always Lived in the Castle," premiering as a musical at Yale Repertory Theater. Adam Bock, Todd Almond and helmer Anne Kauffman have succeeded in creating a stage fable of anxiety and glee, and while their show still needs work to deepen and further musicalize Jackson's tale of small-town persecution and familial murder, even at this stage of development it's a spellbinding tale to see and hear.**



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WMNR 88.1FM Fine Arts Public Radio Review:

We Have Always Lived in the Castle

THEATER CIRCUIT

*Rosalind Friedman*

Broadcast: 9/30-10/9/10

Opening the season, a new musical at the Yale Rep can shiver your timbers. It is based on a scary 1962 Shirley Jackson novel called We Have Always Lived in the Castle. It bears some resemblance to Grey Gardens and The Bad Seed. Who remembers that play by Maxwell Anderson based on the William March novel? It was also a film. However, Castle has its own identity. It concerns the wealthy Blackwood family, and their death by poison of many of them at a dinner party in the castle. (The message here---Don't eat the sugared berries!!)

The Book and Lyrics are by Adam Bock; the organic and atonal Music & Lyrics by Todd Almond, who is also the co-orchestrator with Dan Lipton. Bock wrote a super play called The Receptionist. That was laced with mystery, as is this musical. The haunting score, consisting of about 15 numbers that run through the two-hours, is quite operatic.

This production, directed by Anne Kauffman, is lavish. Twenty musicians high atop an awesome two level set, designed by David Zinn and lit darkly by Stephen Strawbridge, accompany 4 superb principal players: it is impossible to take your eyes off Alexandra Socha as young Mary Katherine; nicknamed, affectionately, Mericat, she is a mass of secrets, always hiding things on the extensive property and demanding that everything be in their place.

Jenn Gambatese is Constance, Mericat's older sister, who takes care of everything, particularly the flowers which decorate the stage, and everyone. Constance was accused, but acquitted, of murdering her relatives, and since then can't leave home. Gambatese just won the top award from our Ct. Critics for her spitfire Annie Oakley at Goodspeed: we can hardly recognize her



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**Alice Tuan** is the author of a wide range of plays, including *Last of the Suns* (Ma-Yi Theater, Berkeley Repertory Theater), *Ikebana* (East West Players), *Some Asians* (Perishable Theater, UMASS Amherst), *The Roaring Grlr* (Foundry Theater), *Manilova* (New Georges) and *Iggy Woo* (Brown Playwrights Repertory Theater). During her graduate work at Brown University (MFA Creative Writing, 1997), she created *Coastline*, a work of Virtual Hypertext Theater, which she directed as her thesis production. It was performed by the Northampton, MA, performance troupe Serious Play! at the Edinburgh Fringe Festival in 2005. *Ajax (por nobody)* was produced at New York's Flea Theater and ran for a year before traveling to the Melbourne Fringe Festival in September 2001. The play is archived in the Billy Rose Collection at the New York Public Library for the Performing Arts at Lincoln Center and is anthologized in *Play: A Journal of Plays* (2004) as well as *New Downtown Now* (2006). *BATCH: An American Bachelor/ette Party Spectacle* was commissioned by the Actors Theatre of Louisville and created with and performed by New Paradise Laboratories. It premiered at the Humana Festival of New American Plays in 2007. In 2000, Ms. Tuan received emerging artist recognition from both the Richard E. Sherwood Award (through Los Angeles' Mark Taper Forum) and The Colbert Award for Excellence (through New York's Downtown Arts Project).

Ms. Tuan has been a visiting professor at the Michener Center for Writers and the California Institute of the Arts. For five summers, she worked with teen artists through Project 2050 at New World Theatre, a hip-hop-centric performance camp musing on the year 2050. She has also worked with teenage prison wards at the Fred C. Nelles School of the California Youth Authority in creating an original play with music. She was also an artist in ASK's Playwright-in-the-Schools Program. In 2003, she represented the U.S. at the Women Playwrights International Conference in Manila, Philippines. Ms. Tuan is currently the Head of the Writing for Performance Program at California Institute of the Arts.

Before becoming a playwright, Ms. Tuan taught ESL (English as a Second Language) in China and Los Angeles.

**Lucy Thurber** is the author of *Bottom of the World* and *Scarcity* (Atlantic Theater Company); *Where We're Born, Killers and Other Family*, and *Stay* (Rattlestick Playwrights Theatre); and *Monstrosity* (13P). She has been commissioned by the Women's Expressive Theatre and Playwrights Horizons. She has had readings and workshops at Manhattan Theatre Club, The New Group, Primary Stages, MCC Theater, Encore Theatre Company, PlayPenn, Williamstown Theatre Festival, New River Dramatists, the Public Theater, and Soho Rep, among others. She was the recipient of the 2000-01 Manhattan Theatre Club Playwriting Fellowship and has been a guest artist at Alaska's Perseverance Theatre twice, where she worked on adaptations of both *Desire Under the Elms* and *Moby Dick*. She was one of three playwrights in residence at The Orchard Project in 2007. Her produced plays have been published by *American Theatre* magazine and Dramatists Play Service. Ms. Thurber is a member of 13P, New Dramatists, MCC Playwrights Coalition, and the Dorothy Strelsin New American Writers Group at Primary Stages. She is also the recipient of the first Gary Bonasorte Memorial Prize for Playwriting in 2008.



**Robina Foundation  
Board Meeting Dates  
2011**

| <b>DATE</b>                                           | <b>PLACE/TIME</b>                                                                                                                                                                                                                                |
|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| February 21-23, 2011 (Mon, Tues, Wed)                 | Council on Foreign Relations' Washington, DC Office<br>(Lodging: The University Club)<br>Monday, February 21 – 6:30 p.m. Dinner (EST)<br>Tuesday, February 22 – 9 a.m. (EST) - CFR Offices<br>Wednesday, February 23 – 8:00 a.m. to 2 p.m. (EST) |
| May 18, 2011 (Wednesday)<br>Conference Call           | 11:00 a.m. to 1:00 p.m. (CDT)                                                                                                                                                                                                                    |
| August 22-24, 2011 (Mon, Tues, Wed)<br>Annual Meeting | Minneapolis, MN<br>Monday, August 22 – 6:00 p.m. Dinner (CDT)<br>Tuesday, August 23 – 8 a.m. to 4 p.m. (CDT)<br>Wednesday, August 24 – 8 a.m. to 12 noon (CDT)                                                                                   |
| November 15, 2011 (Tuesday)<br>Conference Call        | 10:00 a.m. to 12 noon (CST)                                                                                                                                                                                                                      |

**Alice Tuan** is the author of a wide range of plays, including *Last of the Suns* (Ma-Yi Theater, Berkeley Repertory Theater), *Ikebana* (East West Players), *Some Asians* (Perishable Theater, UMASS Amherst), *The Roaring Gidle* (Foundry Theater), *Manilova* (New Georges) and *Iggy Woo* (Brown Playwrights Repertory Theater). During her graduate work at Brown University (MFA Creative Writing, 1997), she created *Coastline*, a work of Virtual Hypertext Theater, which she directed as her thesis production. It was performed by the Northampton, MA, performance troupe Serious Play! at the Edinburgh Fringe Festival in 2005. *Ajax (por nobody)* was produced at New York's Flea Theater and ran for a year before traveling to the Melbourne Fringe Festival in September 2001. The play is archived in the Billy Rose Collection at the New York Public Library for the Performing Arts at Lincoln Center and is anthologized in *Play: A Journal of Plays* (2004) as well as *New Downtown Now* (2006). *BATCH: An American Bachelor/ette Party Spectacle* was commissioned by the Actors Theatre of Louisville and created with and performed by New Paradise Laboratories. It premiered at the Humana Festival of New American Plays in 2007. In 2000, Ms. Tuan received emerging artist recognition from both the Richard E. Sherwood Award (through Los Angeles' Mark Taper Forum) and The Colbert Award for Excellence (through New York's Downtown Arts Project).

Ms. Tuan has been a visiting professor at the Michener Center for Writers and the California Institute of the Arts. For five summers, she worked with teen artists through Project 2050 at New World Theatre, a hip-hop-centric performance camp musing on the year 2050. She has also worked with teenage prison wards at the Fred C. Nelles School of the California Youth Authority in creating an original play with music. She was also an artist in ASK's Playwright-in-the-Schools Program. In 2003, she represented the U.S. at the Women Playwrights International Conference in Manila, Philippines. Ms. Tuan is currently the Head of the Writing for Performance Program at California Institute of the Arts.

Before becoming a playwright, Ms. Tuan taught ESL (English as a Second Language) in China and Los Angeles.

**Lucy Thurber** is the author of *Bottom of the World* and *Scarcity* (Atlantic Theater Company); *Where We're Born, Killers and Other Family*, and *Stay* (Rattlestick Playwrights Theatre); and *Monstrosity* (13P). She has been commissioned by the Women's Expressive Theatre and Playwrights Horizons. She has had readings and workshops at Manhattan Theatre Club, The New Group, Primary Stages, MCC Theater, Encore Theatre Company, PlayPenn, Williamstown Theatre Festival, New River Dramatists, the Public Theater, and Soho Rep, among others. She was the recipient of the 2000-01 Manhattan Theatre Club Playwriting Fellowship and has been a guest artist at Alaska's Perseverance Theatre twice, where she worked on adaptations of both *Desire Under the Elms* and *Moby Dick*. She was one of three playwrights in residence at The Orchard Project in 2007. Her produced plays have been published by *American Theatre* magazine and Dramatists Play Service. Ms. Thurber is a member of 13P, New Dramatists, MCC Playwrights Coalition, and the Dorothy Strelsin New American Writers Group at Primary Stages. She is also the recipient of the first Gary Bonasorte Memorial Prize for Playwriting in 2008.

September 16, 2010—January 2, 2011

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THE CAST OF *THE SERVANT OF TWO MASTERS*, PHOTO BY RICHARD TERMINE, 2010.  
PLAYS, DATES, ARTISTS, AND VENUES SUBJECT TO CHANGE.

## A NOTE FROM THE ARTISTIC DIRECTOR

Welcome to the world premiere of *We Have Always Lived in the Castle*!

It is a great joy to introduce Yale Rep audiences to authors Adam Bock and Todd Almond and director Anne Kauffman, three accomplished theatre artists who have brought Shirley Jackson's haunting novel to life with an immensely talented group of collaborators both on stage and behind the scenes.

*We Have Always Lived in the Castle* was commissioned by Yale Rep with the support of the Yale Center for New Theatre, an initiative established in 2008 to support the development of new American plays and musicals. The Center recently received gifts totaling nearly \$2 million from the Robina Foundation and the Andrew W. Mellon Foundation in support of its activities for the next five years: the foundations' profound dedication to our art form will be manifest on stage here in New Haven and at other not-for-profit theatres across the country.

Indeed, while you are here enjoying this performance of *Castle*, two plays you may have already seen at Yale Rep will be engaging audiences on the west coast. Bill Camp and Robert Woodruff's adaptation of *Notes from Underground*, which was commissioned by and had its premiere at Yale Rep in 2009, will have its west coast premiere at La Jolla Playhouse before it travels back east for a run in New York presented by Theatre for a New Audience in association with the Baryshnikov Arts Center. Simultaneously, Rinne Groff's play *Compulsion*, which premiered at Yale earlier this year with Mandy Patinkin, is being presented by our co-producers at Berkeley Repertory Theatre and finally The Public Theater in New York.

Back here at Yale Rep, our season includes a thrilling lineup of new plays and classics. Later this fall, three-time Pulitzer Prize winner Edward Albee will make his Yale Rep debut with a new production of *A Delicate Balance*, which I will direct. Resident Director Evan Yionoulis will stage the world premiere of *Bossa Nova*, a powerful and poignant new play by Kirsten Greenidge.

In 2011, August Wilson's masterpiece *The Piano Lesson*, which had its world premiere at Yale Rep in 1986, will be directed by Liesl Tommy (director of last season's *Eclipsed*, which was honored recently with the Connecticut Critics Circle Award for Outstanding Production of a Play). Shana Cooper will direct a bold new production of William Shakespeare's timeless romance, *Romeo and Juliet*. And Robert Woodruff (*Notes from Underground*, *Battle of Black and Dogs*) returns to Yale Rep with the U.S. premiere of Ingmar Bergman's *Autumn Sonata*.

I am delighted that you are here today and hope you will join us for the entire season! It promises to be a remarkable journey across time and cultures, but one which we can only complete with you, our adventurous audiences.

Enjoy the show—I look forward to hearing what you think and feel about it. Please feel free to email me at james.bundy@yale.edu: your thoughtful comments and notes are the kind of feedback we really need!

Sincerely,

*James Bundy*

James Bundy  
Artistic Director



PHOTO BY JOHN SISCO

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DIRECTED BY **ANNE KAUFFMAN**

Music Director **DAN LIPTON**

Musical Staging **SEÁN CURRAN**

Scenic Designer **DAVID ZINN**

Costume Designer **ILONA SOMOGYI**

Lighting Designer **STEPHEN STRAWBRIDGE**

Sound Designer **TONY SMOLENSKI IV**

Orchestrators  
**TODD ALMOND**  
**DAN LIPTON**

Production Dramaturg **AMY BORATKO**

Vocal Coach **VICKI SHAGHOIAN**

Casting Directors  
**TARA RUBIN**  
**LAURA SCHUTZEL**

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*We Have Always Lived in the Castle* was commissioned by Yale Repertory Theatre. Development and production support are provided by the Yale Center for New Theatre, established and operated through a grant from the Robina Foundation and with significant support from the Andrew W. Mellon Foundation.

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## CAST

### THE LIVING BLACKWOODS

(IN ORDER OF SPEAKING)

|                 |                                     |
|-----------------|-------------------------------------|
| ALEXANDRA SOCHA | MARY KATHERINE (MERRICAT) BLACKWOOD |
| JENN GAMBATESE  | CONSTANCE BLACKWOOD                 |
| BILL BUELL      | JULIAN BLACKWOOD                    |
| SEAN PALMER     | CHARLES BLACKWOOD                   |

### THE VILLAGERS & THE BLACKWOOD ANCESTORS

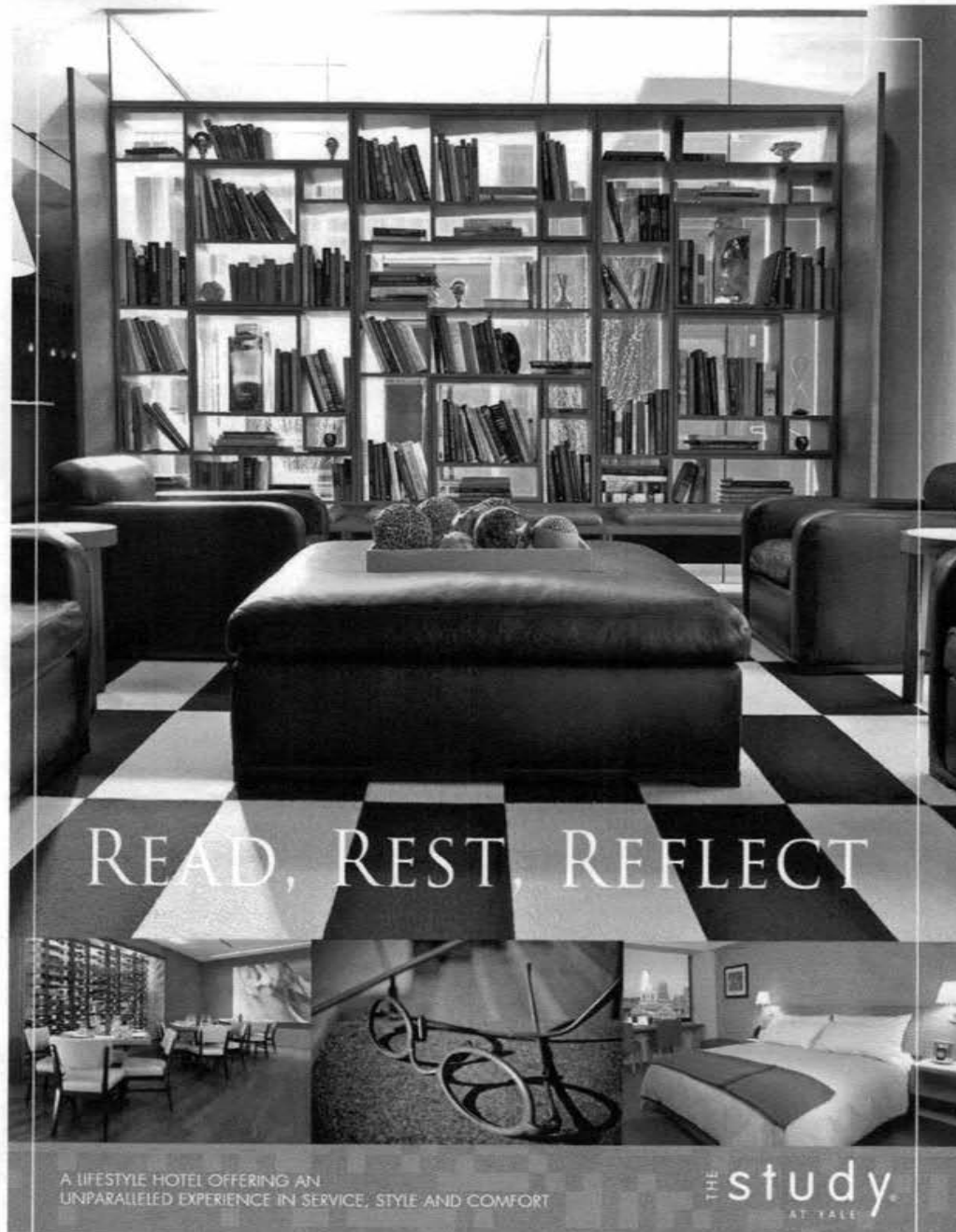
(IN ORDER OF SPEAKING)

|                        |                                                    |
|------------------------|----------------------------------------------------|
| HEATHER AYERS          | MAGGIE DONELL                                      |
| JOY FRANZ              | MRS. PRUDHOMME, LUCILLE WRIGHT,<br>ELLEN BLACKWOOD |
| WILLIAM PARRY          | MR. ELBERT, JOHN BLACKWOOD                         |
| CARLY HUGHES           | STELLA SUGGS                                       |
| RICHARD TODD ADAMS     | JIM DONELL                                         |
| MATT PEARSON           | JOE DURHAM                                         |
| BETH McVEY             | MRS. TAGGERT, HELEN CLARKE,<br>DOROTHY BLACKWOOD   |
| RYAN MURPHY            | JOE JR., THOMAS BLACKWOOD                          |
| MEMBERS OF THE COMPANY | THE BLACKWOOD ANCESTORS                            |

## MUSICIANS

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Yeseul Ann, Nicholas Bleisch, Geoffrey Herd, Hyewon Kim, Gary Ngan,  
Juhyung Shin—VIOLIN; Colin Benn, Yaroslav Kargin, Eren H. Tuncer—VIOLA;  
Nathan Bontrager, Shannon Hayden, Yoonhe Ko, Esther Morgan-Ellis,  
Y. Alvin Wong—CELLO; Aleksey Klyushnik, Joe Magar, Nahee Song—BASS;  
Tom Bergeron, Paul Florek, David A. Wharton—TRUMPET;  
Philip Andrews, Candy Chiu, Leonardo Gorosito, Justin Haaheim,  
Levy Lorenzo, Bill Solomon—PERCUSSION



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## The Haunted Houses and Haunting Legacy of **SHIRLEY JACKSON**

SHIRLEY JACKSON, 1940. PHOTO BY ERICH HARTMAN/MAGNUM.

In "The Lottery," Shirley Jackson's famous 1948 short story, a New England town prepares for an annual event. Instead of the windfall of cash suggested by the title, an innocent woman "wins" her death sentence. This beloved wife, mother, and neighbor transforms into the ultimate outsider, a subject for sacrifice. She yells "It's not fair; it's not right" as townspeople hurl stones in her direction, but her cries are futile. Published in the *New Yorker*, the story shocked and outraged many of the magazine's readers. The violent climax aside, what struck the story's first audience was how real the tale seemed. Many who wrote letters to the editor thought that Jackson was chronicling an actual event and that the piece found its way into the wrong section of the magazine.

This sense of reality pervades Jackson's straightforward prose; with ease and wit, she could take the most ordinary, the most familiar situation and make it terrifying or tragic. Jackson, who studied English and journalism at Syracuse University, captured her fictional subjects with the matter-of-fact directness of a reporter. She observed the world from a distance, but, like the best reporters, rarely passed judgment on what she saw. Because Jackson's signature works, "The Lottery" and the 1959 novel *The Haunting of Hill House*, take bloody turns, critics pegged her as a Gothic writer, a peddler of thrills and chills, and largely ignored the whole spectrum of her literary legacy. Many of her works show houses that are haunted not by tormented spirits but by the fear that lives in everyone, in any place.

Born and raised outside of San Francisco, she grew up far from New England and the quaint towns that became the settings of her stories. She and her husband, professor and literary critic Stanley Edgar Hyman, moved to North Bennington, Vermont, when Hyman began teaching at Bennington College in 1945. Eventually, they bought a sprawling, ramshackle twenty-room home and in it raised their four children—Laurence, Joanne, Sarah, and Barry. The community never welcomed Jackson: her home was scorned by neighbors for its "infestation" of cats and books. And Hyman and Jackson frequently disturbed the idyllic peace with rollicking faculty parties, thrown for Bennington's intellectual elites. As she built up a reputation as the town's eccentric, she also put distance between herself and the town. From where she spied the village's comings and goings, she could find material for her fiction.

If Jackson never fit in with the long-time citizens of Bennington, she certainly didn't fit in with most of her literary peers. The boys' club of the American literary elite did not grant her acceptance into their fraternity. Jackson's husband had an easier entrée into this world, no matter how many stories his wife published in the *New Yorker* or how many millions of copies her novels sold. Even though Jackson could reduce grown men to cowering heaps with her Gothic prowess, these same men had little patience and tolerance for her keen ability to capture life as a wife and mother.

A great deal of her writing centers on her real-life domestic dramas. The mischievous mishaps and misdeeds of her four children became fodder for stories in *Raising Demons* and *Life Among the Savages*. At the same time *Leave it to Beaver* and *The Donna Reed Show* offered pitch-perfect doyens of domesticity on television, Jackson was adding a dash of delightful dysfunction to her chronicles of motherhood. In popular magazines like *Good Housekeeping* and *Reader's Digest*, Jackson described the joys—and twilight-sleep nightmares—of labor ("The Third Baby's the Easiest") and the horror of discovering that her child was the class misfit ("Charles"). By foregrounding her own trials and triumphs, she allowed other mothers to laugh at their faults and paved the way for writers like Jean Kerr and Erma Bombeck.

By the late 1950s, Jackson was the brunt of town gossip and sinister whispers: a combination of her agoraphobia and fascination with witchcraft and Tarot cards had transformed her into the town's most wicked citizen. To anyone

trying to peer into the windows of her house, Jackson likely resembled one of her oddest, most macabre characters.

*We Have Always Lived in the Castle* is the novel that fuses Jackson's domestic streak with her love of the Gothic. Released in 1962, it was the last major work published in her lifetime—and it was one of her most challenging projects. Normally, writing came easily for her, but building the Blackwood mansion and its inhabitants took her well over three years. Here the homespun chronicles of Jackson's personal life crash into the most terrifying Gothic ghost stories; Constance's homemaking skills and domestic prowess sit side-by-side with Merricat's wickedly delightful spells. A horrific murder haunts the Blackwoods, severing their ties to villagers who live just beyond their fenced-in property.

While Jackson often wrote with an outsider's eye, in this novel, she writes from within the gates of the mansion. After her sudden and premature death in 1965, many of Jackson's works fell to the literary wayside, ignored by critics and scholars. Her even-handed tone and direct, effortless prose seem so ordinary that perhaps many forgot the skill of simplicity. For decades, her devoted fans have been responding to this lack of attention: "It's not fair; it's not right." But, unlike the poor woman who screamed those words in "The Lottery," this time, the world has begun to listen. This year, Jackson is finally getting the spotlight she deserves: a collection of her writings has been published by the Library of America, sitting among the most famous and influential writers in the American canon.

—AMY BORATKO, PRODUCTION DRAMATURG



VILLAGE OF STOWE, VERMONT BY LUIGI LUCIONI, 1931. THE MINNEAPOLIS INSTITUTE OF THE ARTS.

# Shirley Jackson's Gothic: An American Nightmare

Shirley Jackson's writing about small town life is shot through with a ghoulish spirit. Her sketches of quaint Americana evoke an uncanny feeling, as a sinister current of fear and cruelty pulses just beneath symbols of security and community. At once familiar and strange, and finally terrifying, her novels *We Have Always Lived in the Castle* and *The Haunting of Hill House* and short stories, such as her 1948 classic "The Lottery," are heirs to a rich Gothic tradition.

Beginning with Horace Walpole's 1764 novel *The Castle of Otranto*, the Gothic has long been a popular form of entertainment. We indulge in its lurid delights, in ghost stories, moody melodramas, and the seductive vampire bite. Touches of the Gothic creep into our favorite literature—in the howling winds and rain-swept terrain of the Brontës; in the macabre rhymes of Edgar Allan Poe; or in the fetid society of the Old South of William Faulkner, Eudora Welty, and Tennessee Williams. Today the novels of Stephen King, Joyce Carol Oates, and Donna Tartt make our spines tingle.

The Gothic genre thrills with its baleful trappings. A menacing atmosphere materializes amid

crumbling towers, foreboding storms, gnarled woodlands, and supernatural wonders. Unfamiliar footsteps, creaking floorboards, and other bumps in the night echo the presence of the unknown. Generations are cursed by an evil deed. Omens foretell the arrival of mysterious strangers. Tyrannical villains persecute virtuous maidens to the brink of madness. Bloodthirsty peasants with pitchforks seek out the grotesque monsters that threaten their simple way of life. These harrowing set pieces stir dread and give credence to the irrational.

Exploiting the Gothic's sensational appeal to our darker imaginings, Jackson points to a rotten core beneath the surfaces of everyday experience. Jackson takes the genre's overblown rhetoric and gives it a clipped American plainness, concealing her characters' dark purposes. The confounding wilderness becomes New England's gloomy, wooded landscape. Dank dungeons and ruined castles transform into drafty old Victorian mansions on the overgrown estates of local aristocracy on the wane. These once stately houses—strongholds of certainty and values—now imprison their inhabitants in their decay. Domestic rituals of

entertaining visitors, going to the market, and family dinner become occasions of angst. Meanwhile, the raving mobs of peasants outside become nasty, gossiping Vermont townfolk in search of a scapegoat to allay their nameless terror.

Jackson adapted these hair-raising Gothic conventions both to delight her audiences and to give her doubtful vision of postwar American society. When she was writing in the 1950s, national confidence was growing. An unprecedented economic boom bolstered America's faith in property and the limitless good of vibrant consumerism, allowing a

middle-class ideal of a "normal" life to emerge. Jackson was skeptical of this "happy days" myth. Instead, she saw in the tormented Gothic psyche a perfect reflection of the anxiety behind America's optimism: its Cold War paranoia about invasion and the looming threat of the Bomb; its resentment of outsiders; and its cowering in isolation behind suburban gates. The cozy image of the American dream peddled on television and in magazines mutates into a nightmare. Just as American culture began boldly strutting the world stage, Jackson gave a prescient warning of its decline.

—RYAN DAVIS, ASSISTANT DRAMATURG



THE JENNINGS MANSION IN NORTH BENNINGTON, VERMONT, WHICH IS NOW A PART OF BENNINGTON COLLEGE. PHOTO BY ANNE KAUFFMAN.

## CAST



**RICHARD TODD ADAMS\*** (JIM DONELL) is thrilled to make his Yale Rep debut in the world premiere of *We Have Always Lived in the Castle*, having participated in several NYC workshops of the musical. Most recently, he portrayed Cervantes/Don Quixote in *Man of La Mancha* at the Hangar Theatre in Ithaca, NY. He starred as the Phantom on the National Tour of *The Phantom of the Opera* in 2008, and, that same year, won a Jeff Award for his portrayal of Javert in Chicago's production of *Les Misérables*. On Broadway, he has appeared in *The Woman in White* and *The Pirate Queen*. Off-

Broadway, he was seen in *Little Fish*, *Berlin to Broadway with Kurt Weill*, and *Listen to My Heart*. Regionally, he has been seen in *Showboat*, *Jekyll and Hyde*, *The Scarlet Pimpernel*, *Ragtime*, *1776*, *Billy Bishop Goes to War*, and *2 Pianos, 4 Hands*. Training: The Juilliard School. [www.rtadams.com](http://www.rtadams.com)



**HEATHER AYERS\*** (MAGGIE DONELL) most recently was the Desiree standby in Trevor Nunn's *A Little Night Music*. Her other Broadway credits include Mel Brooks's *Young Frankenstein*, in which she understudied Megan Mullally. Off-Broadway, Heather has appeared in *Five Course Love*, *Sarah Plain and Tall*, *Forbidden Broadway Strikes Back*, and five City Center Encores! productions. Her regional theatre work includes productions at The Old Globe (*The Women*, *Sammy Davis Jr.*, *Ace*); Cincinnati Playhouse in the Park (*The Last Five Years*, *I Love You, You're Perfect, Now Change*,

*Ace*); Barrington Stage Company (*Cyrano*, *The Game*); and Dallas Theater Center (*Guys & Dolls*). She can be heard on the recordings of Mel Brooks's *Young Frankenstein*, City Center Encores! *Face the Music*, and *Five Course Love*. Heather's television work includes *Z Rock* (IFC) and *Lights Out* (FX). [www.heatherayers.com](http://www.heatherayers.com)



**BILL BUELL\*** (JULIAN BLACKWOOD) has appeared on Broadway in *Equus*, *The History Boys*, *Inherit the Wind*, *Urinetown*, *42nd Street*, *Titanic*, *Tommy*, *Taking Steps*, *Big River*, *Annie*, *Once a Catholic*, *The First*, *Welcome to the Club*, *The Miser*, and *Anna Karenina*. His Off-Broadway credits include *The Fourth Sister*, *Eight Days Backwards* (Vineyard Theatre); *Andorra*, *Waste* (Theatre for a New Audience); *Bad Habits*, *Aristocrats* (Manhattan Theatre Club); *Queens Boulevard* (Signature Theatre Company); *On the Bum*, *Violet* concert (Playwrights Horizons); *Picasso at the Lapin Agile*,

*The Common Pursuit*, *The Mysteries*, and *The False Servant* (Classic Stage Company). With The Public's Shakespeare in the Park: *Tartuffe*, *The Winter's Tale*, and *Twelfth Night*. His Yale Rep appearances include *Much Ado About Nothing* and last season's *The Master Builder*. Film and television credits include *Across the Universe*, *Spy Game*, *Welcome to the Dollhouse*, *The Love Letter*, *Requiem for a Dream*, *Quiz Show*, *Palindromes*, *Kinsey*, *Dark Water*, *The Box*, *The Bronx Is Burning*, *John Adams*, *Curb Your Enthusiasm*, *The Jamie Kennedy Experience*, *Law & Order*, *Ed*, *100 Centre Street*, *Cosby*, and the upcoming *Boardwalk Empire*.

## CAST



**JOY FRANZ\*** (MRS. PRUDHOMME, LUCILLE WRIGHT, ELLEN BLACKWOOD) most recently appeared in *The Glass Menagerie* and *The School for Scandal* at New Harmony Theatre at the University of Southern Indiana. She can currently be seen in the original web series *Horrible People*. Her Broadway credits include *Sweet Charity*, *Company*, *A Little Night Music*, *Into the Woods* (original production, revival, National Tour, and PBS recording), *Pippin*, *Open Admissions*, *The Bitter Tears of Petra Von Kant*, and *Musical Chairs*. Her other theatre credits include, Off-Broadway:

the original production of *Assassins*, *Mrs. Warren's Profession*, *The House of Bernarda Alba*, *Tomfoolery*, *Jacques Brel Is Alive and Well and Living in Paris*, *Of Thee I Sing*; many National Tours and regional theatre productions. Among her favorite roles: Meg Boyd opposite Jerry Lewis in the National Tour and London productions of *Damn Yankees*. Her film and television credits include *No Picnic for Penny*, *Under Red Lantern*, *Law & Order*, and all NY-based daytime dramas. She is also a student pilot: three solo flights, one crash.



**JENN GAMBATESE\*** (CONSTANCE BLACKWOOD) most recently starred as Annie Oakley in *Annie Get Your Gun* at Goodspeed Musicals, for which she received a Connecticut Critics Circle Award. On Broadway she starred as Jane in *Tarzan* and Natalie in *All Shook Up* (Outer Critics Circle nomination). Her other Broadway credits include *Hairspray*, in which she created an ensemble role and then played Penny Pingleton; Marie in Mark Twain's farce *Is He Dead?*; Mouse in *A Year with Frog and Toad*; and Urleen in *Footloose*. Her other theatre credits include

Off-Broadway's *Stairway to Paradise* (City Center Encores!) and *Reefer Madness*, as well as the National Tour of *Fame*, in which she played Serena. She can be heard on the cast recordings of *Fame*, *Hairspray*, *All Shook Up*, and *Tarzan*. Her film and television credits include *The Good Shepherd* and *All My Children*. Jenn is proud to be an NYU alumna, a member of AEA, Curtis Cregan's wife, and Josephine's mother.



**CARLY HUGHES\*** (STELLA SUGGS) is making her Yale Rep debut in this production. Her Broadway credits include the recent revival of *Ragtime* (ensemble; Sarah understudy), *The 25th Annual Putnam County Spelling Bee* (Rona Lisa Peretti and Marcy Park understudy), and *Dr. Seuss' How the Grinch Stole Christmas* (Trixie; Mama Who understudy). Off-Broadway, she appeared in *SIDD: The Musical*. Her favorite regional credits include the title roles in *Dessa Rose* (west coast premiere) and *Aida*, as well as Rusty in *Footloose*, Brenda in *Smokey Joe's Cafe*, Sarah in *Ragtime*, *Dreamgirls*, *Constant Star*, *Sophisticated Ladies*, *Beehive*, and *Little Shop of Horrors*. She is the recipient of the 2003-2004 Princess Grace Award for Acting and Excellence in the Arts. [www.pgfsa.com](http://www.pgfsa.com)

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## CAST



**BETH McVEY\*** (MRS. TAGGERT, HELEN CLARKE, DOROTHY BLACKWOOD) Broadway credits include the original companies of *42nd Street* and *The Phantom of the Opera*, *Annie*, *Nine* as Claudia and Carla, and *Beauty and the Beast* as Mrs. Potts. Nationally, she has toured in *Lend Me a Tenor* as Diana, *Guys and Dolls* as Adelaide, *Copacabana* as Gladys, and *Urinetown* as Ms. Pennywise. Regionally, Beth has played the title roles in *Hello, Dolly!*, *Mame*, and *Evita*, as well as Desiree in *A Little Night Music*, Julie in *Showboat*, Aldonza in *Man of La Mancha* with John Raitt, Reno in *Anything Goes*, Florence Foster Jenkins in *Souvenir*, and most recently Domina in *A Funny Thing Happened on the Way to the Forum* at the Pennsylvania Shakespeare Festival. Beth's television credits include guest spots on *One Life to Live* and *Another World*. She received her BFA in musical theatre from Cincinnati Conservatory of Music.

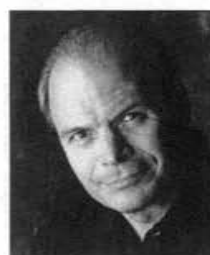


**RYAN MURPHY** (JOE JR., THOMAS BLACKWOOD) enjoys acting, singing, and dancing and is thrilled to be performing at Yale Rep with such a wonderful cast. Some of Ryan's favorite roles are White Rabbit in *Alice in Wonderland Jr.* (Jared Andrew Studio), Fagin's Gang/Workhouse Boy in *Oliver!* (The Warner Theatre), and Host in *The Ever After* (The Whitney Players). Ryan is a member of the Vocal Productions singing troupe as well as a recent two-time platinum/first place recipient for his solo vocal performances of "Where Is Love" and "It Had to Be You" at the Connecticut Invitational Scholarship Competition for the Performing Arts.



**SEAN PALMER\*** (CHARLES BLACKWOOD) Broadway credits include Prince Eric in Disney's *The Little Mermaid*, *The Apple Tree*, Tony Manero in *Saturday Night Fever*, *Fosse*, and *Dream*. His other theatre credits include, Off-Broadway: *A Tree Grows in Brooklyn* (Encores!), Paula Vogel's *The Long Christmas Ride Home* (Vineyard Theatre); *On the Town* (English National Opera, London); *Joseph and the Amazing Technicolor Dreamcoat* (Casa Mañana); *Of Thee I Sing* (Paper Mill Playhouse); *Kiss Me, Kate* (North Shore Music Theatre); and *The Boyfriend* directed by Julie Andrews (Bay Street Theatre, Goodspeed Musicals). His film and television credits include *Chicago*, *Grey's Anatomy*, *The Reagans* (Showtime), and Marcus on *Sex and the City*.

## CAST



**WILLIAM PARRY\*** (MR. ELBERT, JOHN BLACKWOOD) most recently appeared in the premiere of *History of Invulnerability* at Cincinnati Playhouse in the Park. He has appeared on Broadway in the original productions of *Sunday in the Park with George* and *Jesus Christ Superstar*, *Passion*, *The Leaf People*, *Agamemnon*, *Into the Light*, *Rockabye Hamlet*, *Sgt. Pepper's Lonely Hearts Club Band*, *Gypsy* with Bernadette Peters, and *Camelot* with both Richard Burton and Richard Harris. Off-Broadway credits include the original production of *Assassins*, *Cymbeline*, *Dispatches*, *The Knife*, *Road Show*, and *Dessa Rose*, among others. Additional theatre credits include the National Tours of *A Few Good Men* and *Titanic*, as well as regional theatre productions of *Saint Joan*, *Biloxi Blues*, *Arturo Ui*, *The Rainmaker*, *The American Clock*, *Time and Again*, and *The Gig*. His film and television credits include *Domestic Disturbance*, *In & Out*, *Sweet Liberty*, *Law & Order*, and *The Pretender*; he also was heard for two seasons on *A Prairie Home Companion*.



**MATT PEARSON\*** (JOE DURHAM) has appeared Off-Broadway in *The Slug Bearers of Kayrol Island (Or, the Friends of Dr. Rushower)* at the Vineyard Theatre and in HERE Arts Center's 2010 Culturemart. His regional theatre credits include *David in Shadow and Light* (Theater I); *See What I Wanna See*, *Tamar* (Signature Theatre); *Sunday in the Park with George* (Ravinia Festival); *Hans Christian Andersen's The Little Mermaid* (Chicago Shakespeare Theater); *tick, tick...BOOM!* (MetroStage); *Forever Ivor* (Arena Stage); and *Cover Me in Humanness* (The Zoo Project). Television credits include *All My Children* and *Boethy*. Matt recently composed music for *Hero* at the Up in the Air Aerial Festival in Baltimore's famous Load of Fun graffiti alley. His original audio documentary, *Cry the Beat*, funded by the NEH Media Makers program, is currently in production. Matt graduated from Northwestern University with degrees in history and theatre.



**ALEXANDRA SOCHA\*** (MARY KATHERINE [MERRICAT] BLACKWOOD) made her Broadway debut at the age of 17 as a swing in the Tony Award-winning musical *Spring Awakening* and played Wendla in the final company. Her other Broadway credits include *Brighton Beach Memoirs* (Nora) and the Roundabout Theatre Company benefit concert of *A Little Night Music* (Fredrika) with Vanessa Redgrave. Her film and television credits include *Follow Me* (CUFF Faculty Selects), *White Collar*, and *The Big C*.

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## CREATIVE TEAM

**TODD ALMOND** (MUSIC AND LYRICS, CO-ORCHESTRATOR) is a composer, lyricist, and playwright. His musicals include *On the Levee* with playwright Marcus Gardley and director Lear deBessonet at Lincoln Center's LCT3, *Girlfriend* with composer Matthew Sweet and director Les Waters at Berkeley Repertory Theatre, *Ahraihsak* at Theater Mitu with director Rubén Polendo, *Kansas City Choir Boy* with director Sam Gold, and the award-winning *People Like Us* with director Gus Kaikkonen. He is currently collaborating with playwright Warren Leight and director Stafford Arima on a musical adaptation of the novel *A Separate Peace*. Todd served as music director for the world premiere of Michael John LaChiusa's *Tres Niñas*, and has also music directed and reconceived classic works, most notably the "bald" *Hair* at the Skirball Cultural Center. In collaboration with composer Ellen Mandel, Todd has recorded two albums of songs with texts by e.e. cummings, Seamus Heaney, W.B. Yeats, and other poets. He also recently released *Mexico City*, a CD of original songs. [www.toddalmond.com](http://www.toddalmond.com)

**ADAM BOCK** (BOOK AND LYRICS) Adam Bock's play *A Small Fire* will premiere at Playwrights Horizons in New York this fall. Other plays include *The Receptionist* (Manhattan Theatre Club), *The Drunken City* (Playwrights Horizons), *The Flowers* (About Face Theatre), *The Thugs* (Soho Rep, OBIE Award), *Swimming in the Shallows* (Second Stage Uptown), *Five Flights* (Rattlestick Playwrights Theater), *The Typographer's Dream* (Clubbed Thumb), *The Shaker Chair* (Humana Festival of New American Plays), and *Three Guys and a Brenda* (24 Hour Plays, Heideman Award). He is a resident playwright at Encore Theatre Company and a Shotgun Players artistic associate; the two Bay Area theatres have premiered and produced many of his works. He is a New Dramatist member playwright and a New York Theatre Workshop Usual Suspect. He is proud to be a TDF Open Doors mentor for Validus High School in the Bronx.

**AMY BORATKO** (DRAMATURG) previously served as dramaturg on the Yale Rep productions of *Battle of Black and Dogs*, *Compulsion*, *Notes from Underground*, *A Woman of No Importance*, *Eurydice*, and *The Cherry Orchard*. Her other dramaturgy credits include productions at Yale School of Drama and Yale Cabaret and Voice and Vision's ENVISION retreat at Bard College. She is the Literary Manager at Yale Rep. She has been a teaching fellow at Yale College and Yale School of Drama and was a managing editor of *Theater* magazine. A graduate of Rice University, she received her MFA in Dramaturgy and Dramatic Criticism from Yale School of Drama.

**SEÁN CURRAN** (MUSICAL STAGING) made his mark as a leading dancer with Bill T. Jones/Arnie Zane Dance Company and as an original member of the Off-Broadway cast of *Stomp*. He is the Artistic Director of Seán Curran Dance Company. Choreography projects include Yale Rep's *Lulu* and *The Taming of the Shrew*; Broadway: *Cymbeline*, *The Rivals* (both at Lincoln Center Theater), *James Joyce's The Dead*; *Much Ado About*

## CREATIVE TEAM

*Nothing*, *A Midsummer Night's Dream*, *The Taming of the Shrew* (The Shakespeare Theatre); *Nixon in China*, *Street Scene*, *La Traviata* (Opera Theatre of Saint Louis); *L'Étoile*, *Alcina*, *Turandot*, *Capriccio*, *Haroun and the Sea of Stories*, *Alcina*, *Acis and Gaitea* (New York City Opera); *My Life with Albertine* (Playwrights Horizons); *As You Like It* (The Public Theater/Shakespeare in the Park); *Roméo et Juliette* (Metropolitan Opera); and *Daphne* (Santa Fe Opera). He recently directed *Salome* for San Francisco Opera and will remount the production for Opéra Montréal this winter. He will direct *Daughter of the Regiment* for Opera Theatre of Saint Louis next summer. Awards: New York Dance and Performance "Bessie" and New York Foundation for the Arts Choreographer Fellowships.

**SHIRLEY JACKSON** Considered one of the most brilliant and influential authors of the twentieth century, Shirley Jackson (1916–1965) wrote more than one hundred novels, short stories, and plays, including the iconic "The Lottery." In her works she often explored themes of psychological turmoil, isolation, prejudice, and the inequity of fate. Many of Jackson's works take place in the small, xenophobic towns of New England, where she and her husband, Professor Stanley Edgar Hyman, wrote and taught. When "The Lottery" was first published in *The New Yorker* in 1948, it engendered huge controversy and has since become one of the most anthologized short stories in literature. Her other major works include the novels *We Have Always Lived in the Castle* and *The Haunting of Hill House*, now regarded as "the quintessential haunted house tale." Dorothy Parker called Jackson "unparalleled as a leader in the field of beautifully written, quiet, cumulative shudders." The Library of America recently honored Jackson by publishing an anthology of her literary works, edited by Joyce Carol Oates.

**ANNE KAUFFMAN** (DIRECTOR) New York theatre credits include *This Wide Night* (Naked Angels), *Stunning* (Lincoln Center Theater's LCT3), *Sixty Miles to Silverlake* (Page 73 Productions/Soho Rep), *God's Ear* (Vineyard Theatre/New Georges), *The Thugs* (Soho Rep, OBIE Award), *Dot* (Clubbed Thumb), *You Better Sit Down: Tales from My Parents' Divorce* (The Civilians), *Have You Seen Steve Steven?* (13 Playwrights), *The Ladies* (Civilians/Dixon Place/Cherry Lane Theatre), and *The Loyal Opposition* (New York Theatre Workshop). Her other theatre credits include *Six Degrees of Separation* (Williamstown Theatre Festival); *Becky Shaw* (Wilma Theater); *The Winter's Tale* (Chautauqua Theater Company); *Communist Dracula Pageant* (American Repertory Theatre); *Expecting Isabel*, *Doubt* (Asolo Repertory Theatre); *The Typographer's Dream* (Encore Theatre Company/Shotgun Players); *Act A Lady* (Humana Festival of New American Plays); and *The Children's Hour* (Loyola University, Big Easy Entertainment Award). She is the recipient of a Lilly Award, and the Theatre Communication Group's Alan Schneider Director Award. Artistic Affiliations: Drama League; The Civilians, Founding Associate Artist; Clubbed Thumb, Artistic Associate; New York Theatre Workshop, Usual Suspect; New Georges Kitchen Cabinet; Soho Rep, Artistic Council.

## CREATIVE TEAM

**DAN LIPTON** (MUSIC DIRECTOR, CO-ORCHESTRATOR) enjoys a diverse career as a performer, writer, and arranger. He has played piano on three Grammy-nominated recordings, received four ASCAP songwriting awards, and has scored several award-winning short films. Lipton performed in the original orchestras of the Broadway musicals *Dirty Rotten Scoundrels* and *The Full Monty*. He appeared onstage in Tom Stoppard's trilogy *The Coast of Utopia* (Lincoln Center Theater) as well as in the Bridge Project productions of *The Cherry Orchard* and *The Winter's Tale* (Brooklyn Academy of Music, international tour), directed by Sam Mendes. Other credits as music director include *Herringbone* with B.D. Wong (Williamstown, McCarter, La Jolla) and Michael John LaChiusa's *Little Fish* (Second Stage). He arranges music and leads bands for Kelli O'Hara, Martha Plimpton, and Audra McDonald, whom he has backed with many symphony orchestras, at Carnegie Hall and the White House. Lipton is also a creator of the comedy variety show *Don't Quit Your Night Job*. He holds a degree in music composition from Northwestern University and is represented by Thomas Pearson at ICM.

**JAMES MOUNTCASTLE\*** (PRODUCTION STAGE MANAGER) See page 25 for his bio.

**TARA RUBIN CASTING** (CASTING DIRECTORS) has been casting at Yale Rep since 2004. Broadway: *Promises, Promises*; *A Little Night Music*; *Billy Elliot* (adult casting); *Shrek*; *Guys and Dolls*; *The Little Mermaid*; *Mary Poppins*; *Jersey Boys*; *The Producers*; *Mamma Mia!*; *The Phantom of the Opera*; *The Country Girl*; *Young Frankenstein*; *The Farnsworth Invention*; *Rock 'n' Roll*; *The History Boys* (US casting); *Les Misérables*; *Spamalot*; *The 25th Annual Putnam County Spelling Bee*; *The Pirate Queen*; *Good Vibrations*; *Bombay Dreams*; *Oklahoma!*; *Flower Drum Song*; *Imaginary Friends*; *Metamorphoses* (New York casting). Lincoln Center Theater: *Happiness*, *The Frogs*, *Contact*, *Thou Shalt Not*, *A Man of No Importance*, *Anything Goes* (concert). The Kennedy Center: *Mame*, *Mister Roberts*, *The Sondheim Celebration*, and *Tennessee Williams Explored*. The Old Globe: *Robin and the Seven Hoods*, *The First Wives Club*, *Sammy*. Film: *The Producers: The Musical*. Members, Casting Society of America.

**VICKI SHAGHOIAN** (VOCAL COACH) previously served as music director on Yale Rep's 2003 world premiere of *The Black Monk* by David Rabe. Her performance credits include *Jenufa*, *Der Rosenkavalier*, *Das Lied von der Erde*, *L'Enfant et les Sortilèges*, *Seven Deadly Sins*, *Song of Pegasus*, *Un racconto fiorentino* (Avery Fisher Hall), *Carousel* (Opera Illinois), *Candide* (Harrisburg Opera), and *Windsor Follies* (Laurie Beechman Theatre, NYC). She has debuted over a dozen libretti with the celebrated Donald Pippin and has directed for Pocket Opera. She is affiliated with the Eugene O'Neill Theater Center's National Theater Institute. A faculty member at Yale School of Drama, she received her training at California State University at Fresno (BA), the Royal

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## CREATIVE TEAM

College of Music-School of Opera (ARCM), and the Alexander Institute in London as the recipient of the Rotary International Foundation Graduate Fellowship Award.

**TONY SMOLENSKI IV** (SOUND DESIGNER) New York credits include Lincoln Center Theater's Broadway production of *Cymbeline*; Off-Broadway: *The Adding Machine* (Drama Desk Award nomination), *Walmartopia*, *Dutchman* (AUDELCO nomination), *Mimi Le Duck*, *Satellites*, *Everything Bad & Beautiful*, *Measure for Measure*, *I Love You Because*, *Indoor/Outdoor*, *Almost Maine*, and *Mr. Marmalade*. Regional theatre credits include *A Funny Thing Happened On The Way To The Forum* (Williamstown Theatre Festival); *Working* (The Old Globe); *Pirates!*, *She Loves Me* (Huntington Theatre Company); August Wilson's *20th Century* (The Kennedy Center); *The Lady in Question* and *The Night Season* (Bay Street Theatre). Associate Sound Design work includes over 20 Broadway shows, including *Billy Elliot*, *The Coast of Utopia*, and *Bobbi Boland*. Tony is a graduate of SUNY New Paltz.

**ILONA SOMOGYI** (COSTUME DESIGNER) Recent New York area productions include *Clybourne Park* (Playwrights Horizons); *Jerry Springer: The Opera* (Carnegie Hall); *Almost an Evening*, *Scarcity* (Atlantic Theater Company); *The Piano Teacher* (Vineyard Theatre); *Fever Chart*, *Controversy at Valladolid*, *Fucking A* (The Public Theater); *The American Pilot* (Manhattan Theatre Club); *Hot 'n' Throbbin'* (Signature Theatre Company); *Savannah Bay* (MCC); as well as *God of Hell*, *Wit*, *Swimming with Watermelons*, *Unwrap Your Candy*, *Tabletop*, and *Hard Times*. She also designed *Princess Wishes* for Disney on Ice, currently on tour. Her many regional credits include *Battle of Black and Dogs*, *Passion Play*, *As You Like It* (Yale Rep); *Tom Sawyer*, *Noises Off*, *A Midsummer Night's Dream* (Hartford Stage); *Lil's 90th* (Long Wharf Theatre); *The Torchbearers*, *The Autumn Garden*, *Sweet Bird of Youth*, *Top Girls*, *On the Razzle* (Williamstown Theatre Festival); *tick, tick...BOOM!*, *Scramble*, *Vigil*, and *Sedition* (Westport Country Playhouse). She was also associate costume designer for *Spamalot*, *The Crucible*, and *Art on Broadway*, and the Ringling Bros. and Barnum & Bailey Circus. Ilona is a proud graduate of Yale School of Drama and is a member of its faculty.

**STEPHEN STRAWBRIDGE** (LIGHTING DESIGNER) has designed the lighting for productions on and off Broadway, at most leading regional theatres and opera companies across the US, and internationally in Bergen, Copenhagen, The Hague, Hong Kong, Lisbon, Munich, São Paulo, Stockholm, and Vienna. Recent work includes *Happy Days* (Westport Country Playhouse); *Battle of Black and Dogs* (Yale Rep); Athol Fugard's *Coming Home* (Berkeley Rep, Long Wharf Theatre); *School Boy Play* (Linz 09 Festival, Austria); *Having Our Say* (McCarter Theatre); *At Home at the Zoo* (American Conservatory Theater); *Crime and Punishment* (Berkeley Rep); *The Glorious Ones*,

## CREATIVE TEAM

*Bernarda Alba* (Mitzi Newhouse Theatre at Lincoln Center); *Prayer for My Enemy* (Playwrights Horizons); and *Souls of Naples* (Mercadante, Naples, Italy, and Theatre for a New Audience). He has been nominated for or won the American Theatre Wing, Bay Area Theatre Critics Circle, Dallas-Fort Worth Theater Critics Forum, Helen Hayes, and Lucille Lortel awards. He is co-chair of the Design Department at Yale School of Drama and resident lighting designer at Yale Repertory Theatre.

**DAVID ZINN** (SCENIC DESIGNER) designed the sets for Yale Rep's production of *Notes from Underground* in 2009 and costumes for *Medea/Macbeth/Cinderella* in 2002. His New York credits include costumes for the Broadway productions of *In the Next Room* (Tony and Drama Desk Award nominations), *A Tale of Two Cities*, and *Xanadu*; and Off-Broadway his recent set and costume design credits include *Circle Mirror Transformation* (Playwrights Horizons); *That Face, Back Back Back*, *The Four of Us* (Manhattan Theatre Club); scenery for *The Pride* (MCC Theater); and *The Sound and the Fury* (Elevator Repair Service). His regional credits include sets and costumes for the Todd Almond/Matthew Sweet musical *Girlfriend* (Berkeley Repertory Theatre); costumes for *Bengal Tiger at the Baghdad Zoo* (Mark Taper Forum); sets for *Twelfth Night* (Oregon Shakespeare Festival), as well as productions at La Jolla Playhouse, Guthrie Theater, Alliance Theatre, Spoleto Festival, Intiman Theatre, Seattle Rep, and CENTERSTAGE, among many others. His set and costume designs for opera have been seen at the Lyric Opera of Chicago, Santa Fe Opera, Glimmerglass, New York City Opera, and others. He is the recipient of the 2008 OBIE Award for Sustained Achievement in Set and Costume Design and the 2005 TDF/Irene Sharaff Young Master Award.

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# Theater

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## YALE REPERTORY THEATRE



**JAMES BUNDY** (ARTISTIC DIRECTOR) is in his ninth year as Dean of Yale School of Drama and Artistic Director of Yale Repertory Theatre. In his first eight seasons, Yale Rep has produced more than twenty world, American, and regional premieres, five of which have been honored by the Connecticut Critics Circle with the award for Best Production of the year, and two of which have been Pulitzer Prize finalists. During this time, Yale Rep has also commissioned more than two dozen artists to write new work and provided low-cost theatre tickets and classroom visits to thousands of middle and high school students from Greater New Haven through WILL POWER!, an educational program initiated in 2004. Mr. Bundy's directing credits include *The Psychic Life of Savages*, *The Ladies of the Camellias*, *All's Well That Ends Well*, *A Woman of No Importance*, and *Death of a Salesman* at Yale Rep, as well as productions at Great Lakes Theater Festival, The Acting Company, California Shakespeare Festival, Alabama Shakespeare Festival, and The Juilliard School Drama Division. A recipient of the Connecticut Critics Circle's Tom Killen Award for extraordinary contributions to Connecticut professional theatre in 2007, Mr. Bundy currently serves on the board of directors of Theatre Communications Group, the national service organization for nonprofit theatre. Previously, he worked as Associate Producing Director of The Acting Company, Managing Director of Cornerstone Theater Company, and Artistic Director of Great Lakes Theater Festival. He is a graduate of Harvard College and Yale School of Drama.



**VICTORIA NOLAN** (MANAGING DIRECTOR) is in her 18th year as Managing Director of Yale Repertory Theatre, serves as Deputy Dean of Yale School of Drama, and is on its faculty. She was previously Managing Director of Indiana Repertory Theatre, Associate Managing Director at Baltimore's CENTERSTAGE, Managing Director at Ram Island Dance Company in Portland, Maine; and she has held various positions at Loeb Drama Center of Harvard University; TAG Foundation, an organization producing Off-Broadway modern dance festivals; and Boston University School

for the Arts. Ms. Nolan has been an evaluator for the National Endowment for the Arts, for which she has chaired numerous grant panels, and has served on other panels and foundation review boards including the AT&T Foundation, The Heinz Family Foundation, Lila Wallace-Reader's Digest Fund, and the Metropolitan Life Foundation. She has also served on the Executive Committee of the League of Resident Theatres (LORT) and on numerous negotiating teams for national labor contracts. A Fellow at Yale's Saybrook College, she is the recipient of the Betsy L. Mahaffey Arts Administration Fellowship Award from the State of Connecticut and the Elm/Ivy Award, given jointly by Yale University and the City of New Haven for distinguished service to the community.



**JENNIFER KIGER** (ASSOCIATE ARTISTIC DIRECTOR) is in her sixth year at Yale Rep and is also director of the new play programs of the Yale Center for New Theatre, an integrated, artist-driven initiative that supports the creation of new plays and musicals for the American stage through commissions, residencies, workshops, and productions. Ms. Kiger came to Yale Rep from South Coast Repertory (SCR), where she was Literary

Manager from 2000 to 2005 and served as Co-Director of the Pacific Playwrights Festival. She was dramaturg on more than 40 new plays at SCR, including the world premieres of Rolin Jones's *The Intelligent Design of Jenny Chow*, Amy Freed's *The Beard of Avon*, and the West Coast premieres of Sarah Ruhl's *The Clean House* and Nilo Cruz's *Anna in the Tropics*. Prior to that, she served as production dramaturg at American Repertory Theatre, collaborating with Robert Brustein, Robert Woodruff, Liz Diamond, and Kate Whoriskey, and with multimedia director Bob McGrath on stage adaptations of Robert Coover's *Charlie in the House of Rue* and Mac Wellman's *Hypatia*. She has been a dramaturg for the Playwrights' Center of Minneapolis and Boston Theatre Works and a panelist for the National Endowment for the Arts and the California Arts Council. Ms. Kiger completed her training in Dramaturgy at the American Repertory Theatre Institute for Advanced Theatre Training at Harvard University, where she taught courses in acting and dramatic arts.



**BRONISLAW SAMMLER** (PRODUCTION SUPERVISOR) has been Chair of Yale School of Drama's acclaimed Technical Design and Production Department since 1980. In 2007 he was named the Henry McCormick Professor (Adjunct) of Technical Design and Production by Yale's President, Richard C. Levin. He is co-editor of *Technical Brief* and *Technical Design Solutions for Theatre, Vols. I & II*. He co-authored *Structural Design for the Stage*, which won the United States Institute of Theatre Technology's (USITT) Golden Pen Award. Demonstrating his commitment

to excellence in technical education and professional production, he co-founded USITT's National Theatre Technology Exhibit, an on-going biennial event; he has served as a commissioner and a director at-large and is a lifetime Fellow of the Institute. He was honored as Educator of the Year in 2006 by the New England Theatre Conference and chosen to receive the USITT Distinguished Achievement Award in Technical Production in 2009. His production management techniques and his introduction of structural design to scenic technology are being employed in both educational and professional theatres throughout the world.



**JAMES MOUNTCASTLE** (PRODUCTION STAGE MANAGER), has been at Yale Rep since 2004. He has stage managed productions of *The Master Builder*, *Passion Play*, *Richard II*, *Eurydice*, a new adaptation of *The Cherry Orchard*, and the world premiere of *The Clean House*. A professional stage manager for more than twenty years, he has worked in regional, stock, and Broadway theatre. Broadway credits include *Damn Yankees*, *Jekyll & Hyde*, *Judgment at Nuremberg*, *The Boys from Syracuse*, *The Smell of the Kill*, *Life x(3)*, and *Wonderful Town*. Mr.

Mountcastle spent several Christmas seasons in New York City as stage manager for the now legendary production of *A Christmas Carol* at Madison Square Garden. Broadway national tours include *City of Angels*, *Falsettos*, and *My Fair Lady*. He served as Production Stage Manager for *Damn Yankees* starring Jerry Lewis for both its national tour and at the Adelphi Theatre in London's West End. In addition, Mr. Mountcastle has worked at The Kennedy Center, CENTERSTAGE in Baltimore, Actors Theatre of Louisville, Brooklyn Academy of Music, and elsewhere. James and his wife Julie live in North Haven and are the very proud parents of two beautiful girls: Ellie, who is 11 years old, and Katie, age 9.

# YALE REPERTORY THEATRE STAFF

James Bundy, *Artistic Director*  
Victoria Nolan, *Managing Director*  
Jennifer Kiger, *Associate Artistic Director*

## ARTISTIC

**Resident Artists**  
Paula Vogel, *Playwright-in-Residence*  
Liz Diamond, Evan Yionoulis, *Resident Directors*  
Catherine Sheehy, *Resident Dramaturg*  
Ming Cho Lee, *Set Design Advisor*  
Michael Yeagan, *Resident Set Designer*  
Jane Greenwood, *Costume Design Advisor*  
Jess Goldstein, *Resident Costume Designer*  
Jennifer Tipton, *Lighting Design Advisor*  
Stephen Strawbridge, *Resident Lighting Designer*  
David Budries, *Sound Design Advisor*  
Walton Wilson, *Voice and Speech Advisor*  
Rick Sordelet, *Fight Advisor*  
Mary Hunter, *Stage Management Advisor*

## Associate Artists

52nd Street Project, Kama Ginkas, Mark Lamos,  
MTYZ Theatre/Moscow New Generations Theatre,  
Bill Rauch, Sarah Ruhl, Henrietta Yanovskaya

## Artistic Administration

Amy Boratko, *Literary Manager*  
Kay Perdue Meadows, *Artistic Associate*  
Maya Cantu, *Artistic Coordinator*  
Tanya Dean, Hannah Rae Montgomery, *Literary Associates*  
Tara Rubin, CSA; Laura Schutzel, CSA; *Casting Directors*  
Dale Brown, CSA; Merri Sugarman, CSA; Eric Woodall, CSA;  
*Casting Associates*  
Paige Blansfield, Kaitlin Shaw, *Casting Assistants*  
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The Scenic, Costume, Lighting, and Sound Designers in LORT are represented by United Artists Local USA-829, IATSE.

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Cover Photo by Hannah Lemholt.

*We Have Always Lived in the Castle*,  
September 17 to October 9, 2010.  
University Theatre, 222 York Street.

Yale

## ABOUT YALE REP

Yale Repertory Theatre is dedicated to the production of new plays and bold interpretations of classics and has produced well over 100 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. Yale Rep is also the recipient of the Tony Award for Outstanding Regional Theatre. Professional assignments at Yale Repertory Theatre are integral components of the program at Yale School of Drama, the nation's leading graduate theatre training conservatory.

### YALE CENTER FOR NEW THEATRE

Established in 2008, the Yale Center for New Theatre is an integrated, artist-driven initiative that devotes major resources to the commissioning, development, and production of new plays and musicals at Yale Rep and across the country. A key component of the Center's work is the support of productions of Yale-commissioned works at theatres other than Yale Rep—over the next four years, over \$600,000 will be committed to this project. The Yale Center for New Theatre also facilitates playwrights' and composers' residencies at the School of Drama.

To date, the Yale Center for New Theatre has supported the work of more than two dozen commissioned artists as well as the world premieres and subsequent productions of six new American plays and musicals. Dostoevsky's *Notes from Underground*, adapted by Bill Camp and Robert Woodruff, was the first commissioned play supported by the Yale Center for New Theatre to receive its world premiere at Yale Rep. This fall, *Notes* will have its west coast premiere at La Jolla Playhouse and its New York premiere at Theatre for a New Audience, in association with the Baryshnikov Arts Center, with further support from the Center.

The Yale Center for New Theatre has also supported Yale Rep's world premiere productions of the musical *POP!* by Maggie-Kate Coleman and Anna K. Jacobs; *Compulsion* by Rinne Groff, co-produced with The Public Theater and Berkeley Repertory Theatre, both of which will present the play this season; the Yale-commissioned musical *We Have Always Lived in the Castle* by Adam Bock and Todd Almond; and later this season, *Bossa Nova* by Kirsten Greenidge. Additionally, the Center has supported the world premiere of the Yale-commissioned *On the Levee* by Marcus Gardley, Todd Almond, and Lear deBessonet at Lincoln Center Theater's LCT3.

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By making a gift to our Annual Fund, you not only support the creative work on our stages, but also our outreach programs, like WILL POWER!, which brings thousands of students to specially scheduled performances at Yale Rep, and The Dwight/Edgewood Project, a mentor-based playwriting program for local middle school students. Please consider making a contribution to Yale Rep this year.

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OPPOSITE PAGE: RANDY HARRISON IN *POP!*. THIS PAGE: BILL CAMP IN *NOTES FROM UNDERGROUND*. PHOTOS BY JOAN MARCUS, 2009.



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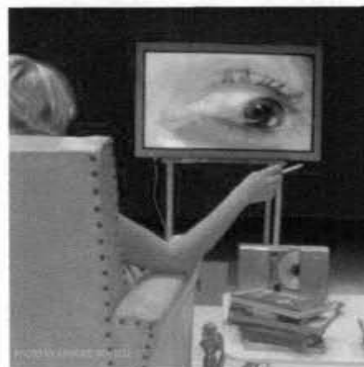
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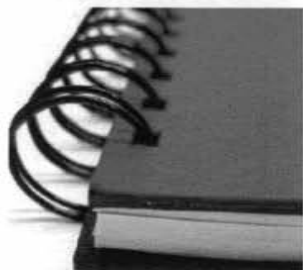
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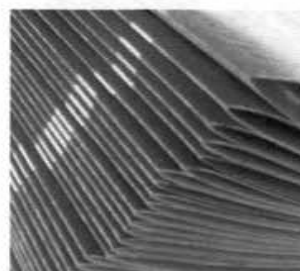
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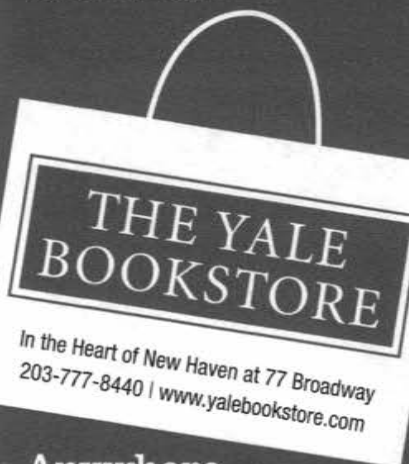
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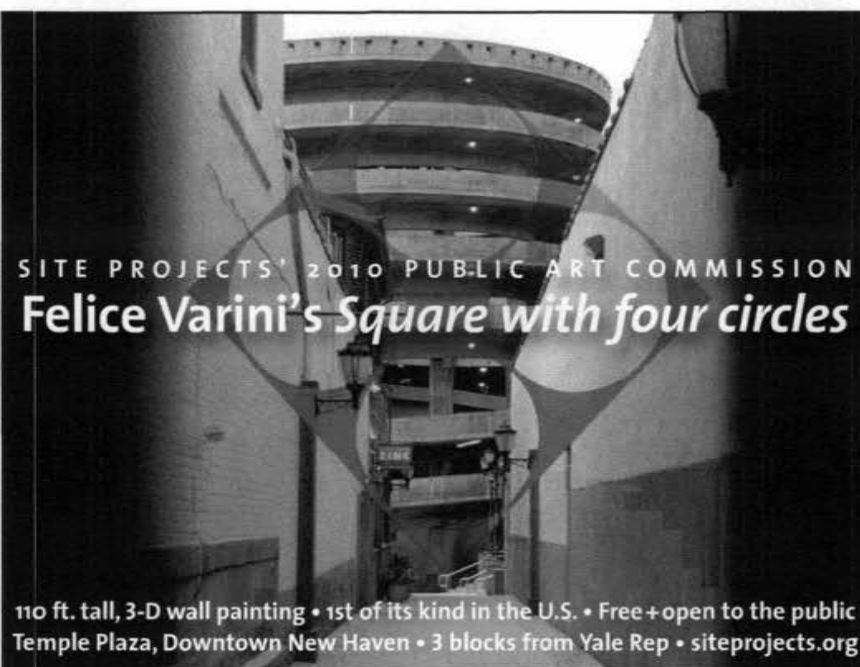
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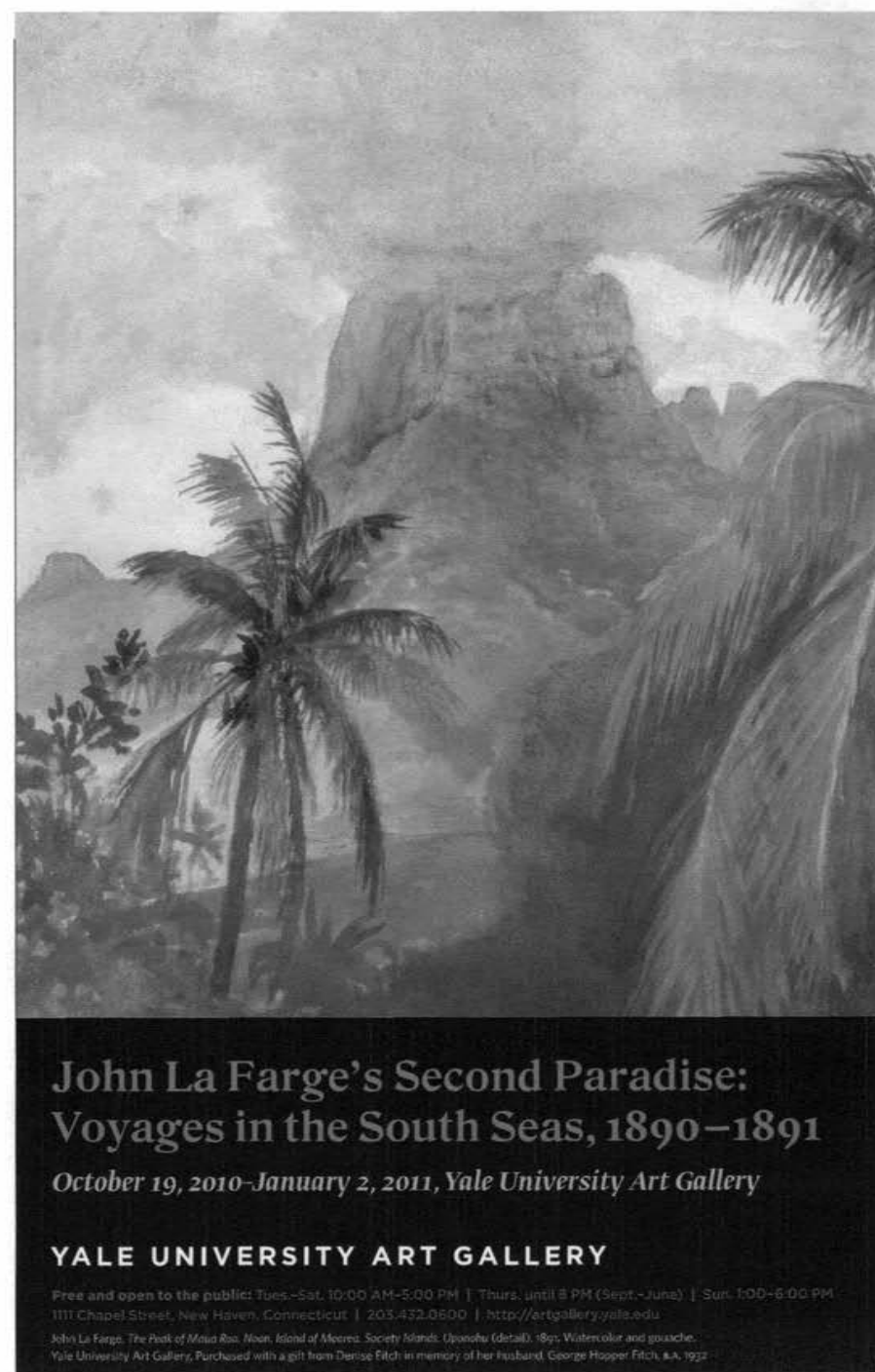
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CT Post Blog Review:

<http://blog.ctnews.com/meayers/2010/09/25/'we-have-always-lived-in-the-castle'-who-poisoned-the-sugar/>

## **'We Have Always Lived in the Castle': who poisoned the sugar?**

September 25, 2010 at 11:20 am by Joe Meyers

One of the most exciting developments in the theater in recent years has been the way that serious playwrights have begun to expand our notions of *musical* theater.

Tony ("Angels in America") Kushner worked on the magnificent "Caroline, or Change."

Doug Wright followed his Pulitzer Prize-winning play "I Am My Own Wife" with the book for the extraordinary 2006 musical "Grey Gardens."

The wonderful new show that opened the Yale Repertory Theatre season Thursday night, "We Have Always Lived in the Castle," continues this trend with Adam Bock (below) — the author of the terrific "The Drunken City," among others plays — making his first foray into musical theater.

Taking a macabre 1962 novel by Shirley Jackson as his source material, Bock and composer Todd Almond and director Anne Kauffman have fashioned a haunting, funny and moving musical that is worthy of comparison with the Kushner and Wright shows.

"Castle" is about two grown sisters Constance Blackwood (Jenn Gambatese, below left) and Mary Katherine Blackwood (Alexandra Socha, below right) who have been living in seclusion in a Vermont mansion for six years when we meet them at the ages of 28 and 18.

Constance was acquitted of murder charges when her parents and her young brother died after being poisoned at dinner one night — there was arsenic in the sugar they put on their dessert — but she and her sister were both viewed with suspicion by the folks in the nearby village (who have always resented the wealth of the Blackwoods).

The sisters live with their elderly uncle, Julian (Bill Buell), who seems to take perverse delight in talking about the poisoning incident whenever strangers turn up — he survived the night along with Connie and Mary Katherine.



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New Haven Register Review:

[http://nhregister.com/articles/2010/09/26/entertainment/00926\\_yale\\_rep\\_rev092510.txt](http://nhregister.com/articles/2010/09/26/entertainment/00926_yale_rep_rev092510.txt)

## Yale Rep's 'Castle' is inspiring, intelligent, refreshing

Sunday, September 26, 2010

By E. Kyle Minor

NEW HAVEN — Something boldly sinister this way comes to Yale Repertory Theatre in the form of "We Have Always Lived in the Castle," an inspired new musical based on the 1962 Shirley Jackson novel of the same name. It is intelligent, melodic and excellently executed.

Featuring book and lyrics by Adam Bock and music and lyrics by Todd Almond, "We Have Always Lived in the Castle" is as unlikely as it is welcome. Jackson's novel, her last, is chock-full of black humor, New England-ish gothic flavor and misanthropy. Wags have called it a paean to agoraphobia. It is not the usual source that spawns traditional musical theater (opera, perhaps). Creators Bock and Almond embrace these dark qualities in all their quirky splendor. "The Drowsy Chaperone" this is not.

Directed by Anne Kauffman with a light but sure-handed touch, "We Have Always Lived in the Castle," which continues through Oct. 9 at the University Theatre, is a homegrown world premiere production commissioned by Yale Rep with production support by the Yale Center for New Theatre. Its production values are, like its cast, top-drawer. Set in small-town Vermont during, judging by Ilona Somogyi's period costumes, the late 1950s, the action, which unfolds in flashback, takes place primarily in the Blackwood family manse, brilliantly suggested by David Zinn's fluid, cryptic set.

Mary Katherine aka Merricat (Alexandra Socha) and Constance Blackwood (Jenn Gambatese), two young sisters, are its occupants, along with their somewhat demented Uncle Julian (Bill Buell). Merricat, through whose perspective the story unfurls, is the only family member to leave the house on her weekly walk into town for provisions, and a quick cup of coffee at the local eatery, where she is the object of malicious gossip and jokes. It seems that, six years prior, someone slipped arsenic into the sugar bowls and poisoned the rest of the sisters' family. Merricat, who was banished to her bedroom before dinner, and Constance, who served but didn't eat the laced berries, were spared; Julian was stricken but survived, however, confined to a wheelchair. Constance, we learn, was charged but acquitted of the crime, but the townspeople have convicted her de facto and Merricat is, of course, guilty by association.



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Variety Review:

<http://www.variety.com/review/VE1117943691.html?categoryid=33&cs=1>

Posted: Fri., Sep. 24, 2010, 12:06pm PT

## **We Have Always Lived in the Castle**

**(University Theater, New Haven, Conn.; 650 seats; \$85 top)**

By **FRANK RIZZO**

A Yale Repertory Theater presentation of a musical in two acts by Adam Bock, based in a novel by Shirley Jackson, with music by Todd Almond and lyrics by Almond and Bock. Directed by Anne Kauffman. Music direction by Dan Lipton.

Merricat Alexandra Socha Constance Jenn Gambatese Julian Bill Buell Charles Sean Palmer  
Also: Joy Franz, Carly Hughes, Beth McVey, Ryan Murphy, William Parry, Matt Pearson,  
Richard Todd Adams, Heather Ayers.

**The mansion on the hill is disturbingly askew and the young girl who lives there has an unnerving self-possession. It's all part of Shirley Jackson's slyly menacing, next-to-abnormal world that she evokes in her 1962 novel "We Have Always Lived in the Castle," premiering as a musical at Yale Repertory Theater. Adam Bock, Todd Almond and helmer Anne Kauffman have succeeded in creating a stage fable of anxiety and glee, and while their show still needs work to deepen and further musicalize Jackson's tale of small-town persecution and familial murder, even at this stage of development it's a spellbinding tale to see and hear.**

**The production mixes the sweet with the deadly, not unlike the arsenic in the sugar bowl that wiped out most of the wealthy Blackwood family. Surviving are bad seed Merricat (Alexandra Socha), her hypersensitive older sister, Constance (Jenn Gambatese), and their mentally unraveling Uncle Julian (a darkly dotty Bill Buell), who is obsessed with that fateful last supper.**

Into their well-ordered self-confinement comes their cousin Charles (Sean Palmer), who seeks forgiveness for abandoning the family in their time of need. His charm belies another agenda as he brings out Constance's sexual yearning and, unknowingly, Merricat's wicked ways.



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WMNR 88.1FM Fine Arts Public Radio Review:

We Have Always Lived in the Castle

THEATER CIRCUIT

*Rosalind Friedman*

Broadcast: 9/30-10/9/10

Opening the season, a new musical at the Yale Rep can shiver your timbers. It is based on a scary 1962 Shirley Jackson novel called We Have Always Lived in the Castle. It bears some resemblance to Grey Gardens and The Bad Seed. Who remembers that play by Maxwell Anderson based on the William March novel? It was also a film. However, Castle has its own identity. It concerns the wealthy Blackwood family, and their death by poison of many of them at a dinner party in the castle. (The message here---Don't eat the sugared berries!!)

The Book and Lyrics are by Adam Bock; the organic and atonal Music & Lyrics by Todd Almond, who is also the co-orchestrator with Dan Lipton. Bock wrote a super play called The Receptionist. That was laced with mystery, as is this musical. The haunting score, consisting of about 15 numbers that run through the two-hours, is quite operatic.

This production, directed by Anne Kauffman, is lavish. Twenty musicians high atop an awesome two level set, designed by David Zinn and lit darkly by Stephen Strawbridge, accompany 4 superb principal players: it is impossible to take your eyes off Alexandra Socha as young Mary Katherine; nicknamed, affectionately, Mericat, she is a mass of secrets, always hiding things on the extensive property and demanding that everything be in their place.

Jenn Gambatese is Constance, Mericat's older sister, who takes care of everything, particularly the flowers which decorate the stage, and everyone. Constance was accused, but acquitted, of murdering her relatives, and since then can't leave home. Gambatese just won the top award from our Ct. Critics for her spitfire Annie Oakley at Goodspeed; we can hardly recognize her here in her blond tresses-but her voice is still strong and her smile sweet. Bill Buell gives a good



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July 27, 2010

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**YALE REPERTORY THEATRE  
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**Yale Repertory Theatre** (**James Bundy**, Artistic Director; **Victoria Nolan**, Managing Director) has received a **\$1 million gift** from **The Andrew W. Mellon Foundation** in support of the activities of the **Yale Center for New Theatre** over the next five years.

The **Yale Center for New Theatre** is an integrated, artist-driven initiative to support the creation of new plays and musicals for the American stage through residencies, readings, workshops, and full productions. A key component of the Center's work is the support of productions of Yale-commissioned works at theatres other than Yale Rep—over the next four years, over \$600,000 will be committed to this project. The Yale Center for New Theatre also facilitates playwrights' and composers' residencies as lecturers at the School of Drama. The Center is overseen by Artistic Director **James Bundy** and Associate Artistic Director **Jennifer Kiger**, director of Yale Repertory Theatre's new play program.

"Since its founding in 1966, 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 Andrew W. Mellon Foundation will help ensure Yale Rep's continued leadership in new play development through the strategic initiatives of the Yale Center for New Theatre."

**James Bundy, Dean of Yale School of Drama and Artistic Director of Yale Repertory Theatre**, continues, "The Yale Center for New Theatre identifies artists with enormous potential for field-wide impact, and promotes their artistry with significant investments in them personally, in the variety of their artistic needs, in the production of their work at our theatre and, in many cases, in production of their work at other theatres. The Mellon Foundation's investment in these endeavors is an inspirational gesture with national impact."

The goals of The Andrew W. Mellon Foundation's theatre program are to help artistic leaders who are 'swimming upstream' to continue to take artistic risks; to support processes that will improve the quality of work being produced; and to support collaborations between organizations that develop, premiere, and mount second and third productions of a work. It also endeavors to support long-term commitments to artists by institutions.

## **COMMISSIONS**

Since the **Yale Center for New Theatre** was established in 2008, it has supported the work of more than two dozen commissioned artists, including David Adjmi, Todd Almond, Hilary Bell, Adam Bock, Bill Camp, Lear deBessonet, Will Eno, Marcus Gardley, Kirsten Greenidge, Danai Gurira, Ann Marie Healy, Amy Herzog, Naomi Iizuka, Dan LeFranc, Elizabeth Meriwether, Scott Murphy, Julie Marie Myatt, David Nugent, Lina Patel, Jay Reiss, Sarah Ruhl, Octavio Solis, Paula Vogel, Kathryn Walat, Anne Washburn, Marisa Wegrzyn, and Robert Woodruff.

## **PRODUCTION SUPPORT**

The **Yale Center for New Theatre** has supported or is currently supporting Yale Rep's world premiere productions of:

***Fyodor Dostoevsky's Notes from Underground***

Adapted by Bill Camp and Robert Woodruff

Directed by Robert Woodruff

World Premiere, 2009

***POP!***

Book and Lyrics by Maggie-Kate Coleman & Music by Anna K. Jacobs

Directed by Mark Brokaw

World Premiere, 2009

***Compulsion***

By Rinne Groff

Directed by Oskar Eustis

A co-production with The Public Theater and Berkeley Repertory Theatre

World Premiere, 2010

***We Have Always Lived in the Castle***

Book and Lyrics by Adam Bock & Music and Lyrics by Todd Almond

Directed by Anne Kauffman

World Premiere, upcoming, September 2010

***Bossa Nova***

By Kirsten Greenidge

Directed by Evan Yionoulis

World Premiere, upcoming, November 2010

Additionally, the **Yale Center for New Theatre** administers a production fund as support provided to other not-for-profit theatres producing world premiere, second, or third productions of plays commissioned by Yale. Productions supported to date include:

***On the Levee***

Play by Marcus Gardley

Music and Lyrics by Todd Almond

Conceived and Directed by Lear deBessonet

World Premiere, Lincoln Center Theater's LCT3, 2010

Fyodor Dostoevsky's *Notes from Underground*

Adapted by Bill Camp and Robert Woodruff

Directed by Robert Woodruff

West Coast Premiere, La Jolla Playhouse, upcoming, September 2010

On Tour, Theatre for a New Audience in Association with Baryshnikov Arts Center,  
upcoming, November 2010

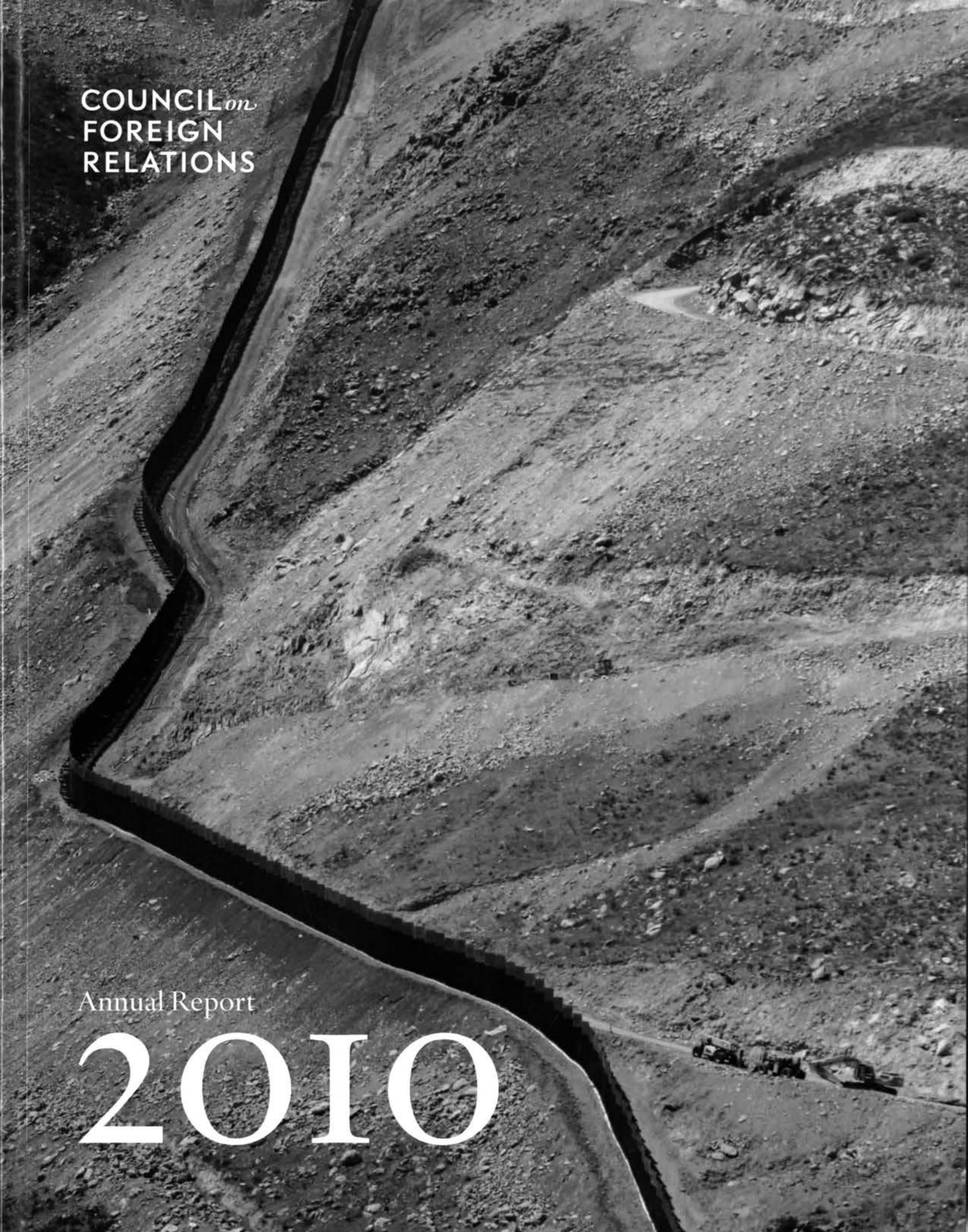
#### **ABOUT YALE REPERTORY THEATRE**

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 world premieres of plays by David Adjmi, Roberto Aguirre-Sacasa, Lee Blessing, Bill Camp and Robert Woodruff, Maggie-Kate Coleman and Anna K. Jacobs, Christopher Durang, Jules Feiffer, Athol Fugard, Marcus Gardley, Kama Ginkas, Rinne Groff, 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.

Founded in 1966, 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).

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COUNCIL *on*  
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Annual Report

2010