



[Robina Foundation](#)

Copyright Notice:

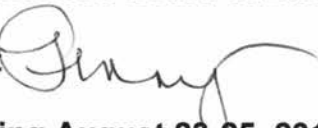
This material may be protected by copyright law (U.S. Code, Title 17). Researchers are liable for any infringement. For more information, visit www.mnhs.org/copyright.

ROBINA FOUNDATION
ANNUAL MEETING

AUGUST 23 - 25, 2010

Minneapolis, Minnesota

ROBINA FOUNDATION

To: Robina Foundation Board of Directors
From: Penny Hunt 
Re: Board Meeting August 23-25, 2010
Date: August 10, 2010

The Board Book for the Foundation's Annual Meeting is bulging with interesting material!

At the February Board Meeting, you indicated that we should set aside extended time for a thorough discussion of issues and opportunities surrounding the Foundation. I think we've done that.

Sunsetting Issues

Guests Harvey Dale and Bill Roberts will kick off Board discussions of sunseting. In addition to Board discussions with Harvey and Bill, the agenda on Tuesday includes follow-up discussion under the item "Sunsetting: Next Steps." The material at Tab 1 should help facilitate consideration of key issues related to sunseting.

Robina's Future Grantmaking

On Tuesday afternoon, the Board will discuss "Strategies/Guidelines for Phase 2 Grants" (Tab 4). I've identified a number of questions related to the Foundation's future grantmaking, but I suspect you will raise others.

Foundation Grants

Presentations by Dr. Adair from Abbott Northwestern Hospital and Dean Wippman from the University of Minnesota Law School will set the stage for Board decisions concerning grant payments to Abbott and the U Law School. The Board will make those decisions on Wednesday, along with decisions concerning grants to the Council on Foreign Relations and Yale School of Drama.

Please feel free to get in touch with me in advance of the meeting if you have questions or concerns. I look forward to seeing you.

MONDAY, AUGUST 23

TUESDAY, AUGUST 24

WEDNESDAY, AUGUST 25

8:00 a.m.	Board Meeting Continued – see Agenda
Noon	Adjournment of Annual Meeting

Robina Foundation Board of Directors' Annual Meeting

Monday, August 23, 2010

Time	AGENDA – Monday, August 23 Minneapolis Club, Audubon Room, 729 2nd Avenue South, 612-332-2292	Tab#
4:00 p.m.	Welcome – Crosby	
4:05 p.m.	Time-Limited Foundations Discussion with: • Bill Roberts, Director, US Philanthropy, Atlantic Philanthropies (USA) • Harvey Dale, Founding President and Director of Atlantic Philanthropies	Bios behind this page
6:00 p.m.	Dinner	

BILL ROBERTS

Bill Roberts is the Director of U.S. Advocacy at The Atlantic Philanthropies. He plays a critical role in all grants made from the Atlantic Advocacy Fund and works closely with Atlantic grantmakers who specialize in advocacy in its various programmes.

Roberts has extensive experience in both the philanthropic and public sectors, and plays a critical role in building on Atlantic's commitments and successes in advocacy grantmaking in the United States, which have included support for comprehensive immigration reform, re-instatement of voting rights for ex-felons and expansion of the State Children's Health Insurance Program, among other efforts.

Roberts joined Atlantic in January 2009 upon completion of his tenure as President and Executive Director of the Beldon Fund, a \$100 million foundation dedicated to building a national consensus to achieve and sustain a healthy planet. Beldon completed the investment of its entire principal and earnings in 2008 in funding toward the attainment of this goal. Roberts brings his unique experience managing Beldon's spend down to Atlantic, which is similarly committed to spending all of its remaining \$3 billion in assets within the next seven years, and will close its doors soon thereafter.

Prior to joining Beldon, Roberts worked for the Environmental Defense Fund (EDF) as director of strategic communications and as EDF's legislative director. Previously, he worked for the U.S. Justice Department and the Democratic Senatorial Campaign Committee, and held the position of Chief of Staff to U.S. Representative (later Governor of New Jersey) Jim Florio. Currently, Roberts serves as board chair of the League of Conservation Voters and as a board member at the Keystone Center. He is a lawyer and economist by training, and was educated at Yale and the University of Chicago.

HARVEY P. DALE

Harvey P. Dale is University Professor of Philanthropy and the Law and the Director of the National Center on Philanthropy and the Law at NYU. He has been a member of the faculty of the New York University School of Law since 1977, for the last 20 years teaching primarily in the field of nonprofit organizations. Professor Dale is Founding President and a Director of The Atlantic Philanthropies and was for approximately 20 years (until September 1, 2001) the President and CEO of the Atlantic Foundation. Prof. Dale also serves as a member of the Investment Committee of the Atlantic Philanthropies, and was a member of the Trustees Investment Committee of Cornell University from 1996 to 2005. In 2007, he was named a Presidential Councilor by the Cornell University Board of Trustees. He was, from 2001 to 2007, a member of the Overseers' Committee to Visit the Harvard Law School. He serves as a Director, Trustee, President, or Chair of various charitable organizations both in the U.S. and abroad, and as an Advisor to the American Law Institute's project on "Principles of the Law of Nonprofit Organizations." He is a Member of the American Academy of Arts and Sciences. Prof. Dale received his B.A. degree from Cornell University and his J.D. degree from Harvard University.

Robina Foundation Board of Directors' Annual Meeting

August 24, 2010

Tuesday, August 24 Faegre and Benson Office 2200 Wells Fargo Center, 90 South 7th Street, Minneapolis, MN 55402, Phone: 612-766-8078 (Go to 22nd floor and receptionist will direct you to the room.) (Continental Breakfast in Meeting Room available at 7:30 a.m.)		
Time		Tab#
8:00 a.m.	Welcome and Call to Order – Crosby	
8:05 a.m.	Continued Discussion of Sunsetting and Related Issues • Board of Directors • Bill Roberts • Harvey Dale	
10:00 a.m.	Sunsetting: Next Steps – Hunt - Action	1
12 Noon	Lunch (to be provided in meeting room)	
1:00 p.m.	Abbott Northwestern Hospital • Annual Report • Presentation by Drs. Richard Adair and Penny Wheeler • Q & A	2
2:00 p.m.	University of Minnesota Law School • Annual Report • Presentation by Dean David Wippman • Q & A	3
3:00 p.m.	Strategies/Guidelines for Phase 2 Grants – Hunt	4
4:00 p.m.	Adjournment	
6:00 p.m.	Board Social Evening – Tom Crosby's Home	

Robina Foundation Board of Directors Annual Meeting

August 25, 2010

Time	Wednesday, August 25 Faegre and Benson Office 2200 Wells Fargo Center, 90 South 7th Street, Minneapolis, MN 55402, Phone: 612-766-8078 (Go to 22nd floor and receptionist will direct you to the room.) (Continental Breakfast in Meeting Room available at 7:30 a.m.)	Tab#
8:00 a.m.	Welcome and Call to Order – Crosby	
8:05 a.m.	Minutes from May 18, 2010 Board Meeting – Schroeder – Action	5
8:15 a.m.	Governance – Crosby – Action • Election of Board Members and Officers • Conflict of Interest Policy/Board Member Disclosure • Compensation of Board Members • Additional Board Members	6
9:15 a.m.	Executive Director's Report – Hunt • Future Board Meetings	7
10:00 a.m.	Break	
10:15 a.m.	Treasurer's Report – Crosby • Foundation Assets Summary • USBank Reports • Tiff Report • JP Morgan Report Legal Report – Crosby • IRS Refund Status • Final Estate Accounting	8
10:45 a.m.	Grants – Hunt – Action • Abbott Northwestern Hospital (Report under Tab 2) • University of Minnesota Law School (Report under Tab 3) • Council on Foreign Relations • Yale School of Drama • Yale Law School Update	9
11:30 a.m.	Executive Session • Executive Director Compensation • Other Business	10
12 Noon	Adjournment	

TABLE OF CONTENTS

SUNSETTING: NEXT STEPS

1

ABBOTT NORTHWESTERN HOSPITAL REPORT

2

UNIVERSITY OF MINNESOTA LAW SCHOOL REPORT

3

STRATEGIES/GUIDELINES FOR PHASE 2 GRANTS

4

MINUTES MAY 18, 2010

5

GOVERNANCE

6

EXECUTIVE DIRECTOR'S REPORT

7

TREASURER'S/LEGAL REPORTS

8

GRANTS

9

EXECUTIVE SESSION

10

ROBINA FOUNDATION
Board of Directors Meeting
August 24, 2010

SUNSETTING: NEXT STEPS

In addition to providing guidance concerning the nature of Robina Foundation grants, Jim Binger urged the Board to spend down Foundation assets rather than create a perpetually endowed foundation. While Robina Foundation Bylaws provide a framework for the Board's decision concerning the Foundation's length, the Board has discretion to determine the longevity of the Foundation. With five years of grantmaking experience and some certainty concerning the assets of the Foundation, the Board is in the position to make decisions related to sunsetting the Foundation.

TWO KEY DECISIONS: Foundation Legacy and Duration of the Foundation

Philanthropists with experience with time-limited foundations seem to agree that these two decisions are – or should be – intertwined. Many believe that foundation leaders should first determine what they hope to achieve with the foundation's grantmaking, so that the time needed to achieve the agreed-upon goals will drive the length of the foundation. Most acknowledge, however, that the decision about the duration is usually made first, so that it is the driver of the goals and the Foundation's grantmaking and the resulting legacy. A number of other decisions flow from these two key decisions.

Robina Foundation Legacy

Considerations:

- Does the Board want the Foundation to leave a legacy, i.e. a lasting impact?
If so:
 - What is the most important legacy the Board wants to leave?
 - Is this a legacy for the Foundation as a whole or a legacy with respect to each of Robina's grantees?
 - What are the Legacy Goals, i.e. specific outcomes that the Board hopes to achieve? What are the strategies/considerations needed to leave the legacy?
 - What other questions should the Board consider to answer the legacy question?
- If leaving a legacy isn't the goal, what does the Board hope to accomplish during the life of the Foundation?

Duration of the Foundation

Considerations:

- Bylaw provision: recommendation: sunset 20 year after Jim Binger's death
- Foundation assets available: ~\$130M after receipt of the IRS refund
- Current grantmaking: now in the fifth year of grantmaking. Current grants will support grantees, with the exception of Abbott Northwestern, through 2012.
- Optimum grant size for grantee institutions

DECISIONS / ISSUES THAT FLOW FROM KEY DECISIONS

Strategies/Guidelines for Phase 2 Grants (See Tab 4)

Investment Strategy, including Investment Advisor and Investment Policy

Board Composition

Considerations:

- Bylaw provisions:
 - 3 – 7 directors
 - 3 year terms; no limitation on number of terms;"however, in electing Directors, the Board shall consider that the Founder believed Directors would be more productive if they served no more than three terms."

Timeline for:

- Communication to grantees regarding Foundation duration and decision-making timeline
- Meetings / discussions with grantees regarding future grants
- Decision regarding investment strategy, advisor and policy
- Decision regarding grantmaking strategies and communication with grantees
- Discussion / decision regarding Board Composition

Others?

8/24/10
ANW

Phase III Robina Considerations

1. Improve late life care (*possible partnership with the University of Minnesota Law School*) "Letting Go" Gwandi

- Public dialogue
How best use resources to talk abt care futility.
- Develop and rigorously test a late life care model including care supports, coordination and navigation
 - Extend and expand the care guide concept into late life care, connecting it to primary medical care, palliative care, and end of life
 - Assure patient wishes are understood and followed (measuring patient experience, death in hospitals, resources used in last 6 months of life)
 - Address ethical issues surrounding care futility

2. Integrated mental health services with medical care

- Integrate mental health care providers and services with primary health care homes
- Develop advanced decision support for primary care to predict to optimally care for those patients with mental health co-morbidities
- Extend care guides to those with chronic illnesses complicated further by mental health issues
- Extend, through tele caregiving activities and other means, care support to patient's home and support to geographically underserved areas

3. Expand care guides to other chronic illnesses that were not in the scope of Phases I and II

- Resp. of Alline
- Explore other categories of patients who might benefit from working with a care guide
 - Potential conditions include: asthma, chronic lung disease, depression, kidney dialysis, chronic liver disease, alcoholism, pediatric diseases like sickle cell anemia and cystic fibrosis high risk obstetric patients, and cancer

4. Support patients with the greatest need for healthcare and the most limited access (*health care as a human right*)

- HCMC Program
- Fill Minnesota's General Assistance Medical Care void for those disenfranchised, high users of the emergency room
 - Support patients lacking basic medical care

5. Establish the hospital-of-the-future

- Extend and relate Abbott Northwestern's unique, acute care capabilities to the broader healthcare reform agenda
- Deliver traditional care in non-traditional settings and move the focus on the care model upstream
- Address the exacerbation of geographic, socioeconomic, and cultural disparities promulgated by the healthcare system

6. Develop rapidly deployable and exportable clinical quality improvement

- Engage independent primary care and specialty care physicians in redesigning high volume care processes
- Shorten design cycle, couple with robust clinical decision support tools (third and fourth generation), and rigorously test in medical group clinics
- Measure impact on hospitalizations and utilization within hospitalizations, so as to understand effect on total cost of care
- Transition from fee-for-service and salaried physician models to a fee-for-time model to support physician practices that better align with improved patient outcomes

Care Guides in the Primary Care Office
August 2010 Robina Foundation Board Annual Report

1. SUMMARIZE ORIGINAL GOALS AND OBJECTIVES

From the original grant proposal (August 2008):

1. Develop care guide position.
2. Integrate the care contract within the electronic health record.
3. Implement the program in a single clinic site, including recruiting and training, "bricks and mortar" accommodations.
4. Measure and understand impact, summarize and refine learnings.
5. Implement a large randomized trial of the intervention.
6. Disseminate findings to the broader healthcare community.

2. PROGRESS IN MEETING GOALS

PHASE 1

Phase 1 was a pilot, proof-of-concept study, designed to test the feasibility of using trained lay persons called "care guides" to help chronic disease patients achieve standard care goals. In addition to testing the hypothesis that care guides could improve care, we needed to learn who to hire as care guides, how to recruit them, how to train them, how much to pay them in the Minneapolis-St. Paul market, how to monitor their performance, how to introduce this concept to clinic personnel, how to enroll patients, how many patients one care guide could serve, how many contacts care guides would have with patients, and how to develop electronic reporting tools that would facilitate communication from care guides to patients and to providers. (Note: "providers" refers to physicians in Phase 1, physicians and nurse practitioners in Phase 2.)

A major secondary goal was to identify clinical, demographic, and attitudinal factors that could forecast which patients would benefit from working with a care guide. Another secondary goal was to obtain economic data: did the providers prescribe less expensive drugs? Did the frequency of emergency department visits or hospitalizations change? How much did the care guide project cost per patient per year? A third secondary goal was to evaluate how patients, providers, and nurses perceived the care guide program and to collect suggestions for Phase 2.

Phase 1 results

Eligibility, enrollment, drop-outs

Eligibility: all patients seen in Abbott Northwestern Hospital's Medicine Clinic during the preceding year with diagnoses of hypertension, diabetes, and/or congestive heart failure

Exclusions: pregnant, under age 18

Eligible patients: 704

Enrollment period: 3 months, March-May 2009

Patients offered enrollment: 470 (67%)

Patients who enrolled: 334 (71%), less 1 who became ineligible because of pregnancy and 1 who decided to drop out a day after enrolling

Patients who died: 6

Patients who left clinic (moved, transferred care): 17

Patients with data included in analysis (intention-to-treat): 332 (attachment #1)

Many patients had more than one diagnosis (attachment #2).

After an initial attempt to enroll patients over the phone was unsuccessful, we decided to enroll patients in person as they visited the clinic. This was highly successful.

Care goals met

The 332 patients with different combinations of diagnoses had in total 1743 care goals recommended by national authorities for treatment of these diseases.

Number of goals met at baseline: 66.9%

Quarter 1: 76.9%

Quarter 2: 75.9%

Quarter 3: 77.3%

Quarter 4: 76.4%

$p = .000$ for all comparisons with baseline.

Put another way, goals not met declined 29% from 33.1% at baseline to 23.6% at one year. There was no apparent regression to the mean, indicating the initial improvement was durable (attachment #3)

Of the 12 individual care goals, all showed improvement except use of beta blockers for CHF (two patients missing goal before and after one year). The improvement was statistically significant ($p < .05$) for smoking, blood pressure, aspirin use, diabetic eye exam, microalbuminuria test, LDL cholesterol, and pneumovax (7 of 12).

Electronic tools

We developed three electronic tools within Allina's electronic health record, an Epic product: a care contract signed by patient, care guide, and provider (attachment #4); a periodic report card that can be printed and given to patients to take home (attachment #5); and a quarterly report for the providers (attachment #6). All serve the purpose of reinforcing desired behaviors on the part of patients and providers.

Costs

The cost of drugs prescribed for these three conditions was slightly higher ($p = .13$) when averaged over one year compared to baseline.

Emergency department visits were reduced at a level bordering on significance ($p = .08$) for the year of working with a care guide compared to the previous year. However hospitalizations were unchanged (attachment #3).

Cost of care guide salaries and benefits per patient per year: \$392.

For comparison, average cost of an emergency department visit for a cardiovascular patient at Abbott Northwestern Hospital = \$1150; average cost of one day as a cardiovascular inpatient at Abbott Northwestern Hospital = \$1680. More complete estimates of savings or costs of the care guide program are underway. Also, we are continuing to track emergency department and hospital use by these patients beyond the pilot study year.

Characteristics of care guides

All were recent college graduates with bachelor's degrees. Their average salary was \$16.17 per hour. We had about 30 applicants for each position. The expressed career choices of the three individuals chosen as care guides were: one medicine, one nursing, one undecided. All had strong social skills, made friends with patients easily, and were not intimidated by providers. Two were bilingual (English-Somali, English-Spanish), reflecting clinic demographics. A group photograph of Phase 1 and Phase 2 care guides gives an idea of who we are hiring for this position (attachment # 7).

Care guide workload

Number of patients per care guide: 104, 109, and 120.

Care guides reported about two phone calls per month and one in-person contact per month per patient, and about one contact per month with their providers (attachment #3). In addition, care guides spent considerable time enrolling patients, collecting data for the study, and recording observations for use in the project analysis.

Reactions of patients, providers, nurses, and Allina to the care guide program

These data were obtained in multiple ways, including patient focus groups and surveys, clinic staff and provider surveys, and care guide observations recorded at the end of each day and in journals updated weekly.

Patients were overwhelmingly positive about the care guides, listing affection, trust, encouragement, coaching, reminders, and time spent as positives. Unexpectedly, patients reported that they valued care guides as peers who did not wear "white coats", and that care guides were accessible without appointment in the clinic lobby rather than behind the reception desk where nurses and providers work.

Nurses and providers were initially skeptical about the potential value of care guides but became enthusiastic after a few months, listing interdependent teamwork, information sharing, reminders, and division of labor as positives. The more patients an individual provider shared with a care guide, the greater sense of interdependence and teamwork that was reported. Both providers and nurses wanted to continue to refer patients to the care guides after enrollment ended. Both began to refer non-clinical tasks to care guides (e.g., please help this patient make a specialist appointment, please check if she has been filling her prescriptions, and so on.)

Allina Hospitals & Clinics has been very supportive and interested in this work, requesting numerous presentations about it to different groups. After Phase 1 funding from the Robina Foundation ended, Allina decided to fund the full continuation of three care guides in the Phase 1 clinic.

Which patients benefit?

Improvement in reaching care goals was consistent across all demographic groups, including age, sex, insurance status; and self-identified race, education level, country of origin, and language spoken at home. There were no significant differences in the improvement shown by patients assigned to different care guides.

Patients who met the fewest care goals at baseline improved the most. While this would be expected mathematically, it may also indicate that there is no "unreachable" group at the bottom.

Attitudes expressed by patients on two scales of the Patient Assessment of Care in Chronic Conditions (PACIC) survey did not identify any specific characteristics that predicted benefit.

We interpret these findings to indicate that this intervention is robust and broadly applicable.

PHASE 2

Phase 2 is a formal randomized trial designed to evaluate efficacy of care guides in a spectrum of clinical situations. Patients will be randomized in a 2:1 ratio to receive education about recommended care goals plus care guide help, or to receive education and usual care.

Clinic selection

With advice from the Robina Foundation Board, we sought to make Phase 2 large enough to demonstrate broad applicability, but not so large as to interfere with successful implementation. We considered all 39 primary care clinics in the Allina Health System for participation. Five clinics were too distant from Minneapolis-St. Paul to be practical for inclusion in Phase 2. Twenty-four were too small to incorporate a pair of care guides who could support and cover for one another. Two were eliminated because another major clinical initiative was starting at the same time, 2 because of atypical demographics, and 1 because of high recent provider turnover. This left five clinics, in Cottage Grove, Edina, Faribault, Hastings, and St. Paul, for inclusion in the Phase 2 study. Two of these clinics have mostly internal medicine providers; three have mostly family practice providers. One is urban, two suburban, one exurban, and one rural. Three have long exposure to Allina electronic health record quality improvement programs, while two do not. With 11 care guides, maximal enrollment in Phase 2 would be 1320 care guide patients and 660 control patients for a total of 1980 patients.

Operations

To make recruitment, supervision, and training more efficient, Phase 2 clinics have staggered start times. Three clinics began enrollment on July 5, 2010; two will begin in October 2010. We hired seven care guides for the first three clinics, including one English-Spanish bilingual care guide for a rural clinic with many Spanish speaking patients. The new care guides are generally similar to the Phase 1 care guides in age, education, and skills. We hired Kim Radel, MHA, as project manager; Deb Elumba, RN, and Sana Iverson, RN, as project supervisors; and Allison Shipley, BA, one of the Phase 1 care guides, as lead care guide and research project assistant.

This team, and Dick Adair, MD, Principal Investigator, has met several times with groups at each Phase 2 clinic to introduce the project and work out operational details, including finding an appropriate physical space in the clinics for the care guides.

Statistics

In addition to the patients who will be randomized into treatment and control groups within the five care guide clinics, we will collect data from two other groups of patients for use in the evaluation: matched controls in paired clinics that have no exposure to care guides, and matched controls in the study clinics who were seen during the enrollment period but not referred for enrollment for some reason.

IRB approval and NCT registration

The Allina IRB approved Phase 2 in June, 2010 (# 3096-1E), including permission to collect certain data on comparison groups as described above. ClinicalTrials.gov registered the study as a prospective randomized trial on July 2, 2010 (# NCT01156974).

Timeline

With a 4-6 month enrollment period, starting the second group of Phase 2 clinics in October 2010, and a 1 year study period, we anticipate ending the study and beginning data analysis and preparation for publication about April, 2012.

3. DESCRIBE ANY UNANTICIPATED RESULTS AND CHANGES MADE IN RESPONSE

We did not expect that telephone recruitment would be unsuccessful or that in-person recruitment after referral by providers would be so successful. We learned to ask the providers NOT to describe the program, as they gave too much detail and would sometimes be drawn into a prolonged discussion. On the other hand, the care guides became very adept and efficient at recruiting patients.

We initially asked patients to nominate a "key family member or friend" as a partner, but abandoned this idea after several expressed resistance or discomfort. Some regarded health care as too private. Some were alone, didn't have such a resource and became sad when asked. We noticed that patients who wanted this kind of help were already bringing support persons with them to clinic. In Phase 2 we will encourage care guides to use these people but it will not be a formal part of the study.

We found that creating the electronic tools was a very slow and cumbersome process, so we made minimal changes for Phase 2. These changes include adding last tobacco use and LDL cholesterol to the quarterly reports, and modifying confusing wording about "study meds". We also decided to separate systolic and diastolic blood pressure into two goals because they tracked differently in Phase 1.

Based on recent reports in the medical literature, we eliminated aspirin use as a goal for some categories of patients, and we raised the hemoglobin A1c target to 8.0%.

Because the PACIC survey was not helpful in identifying which patients benefited (and did not "scale" appropriately when subjected to statistical analysis), we created new questions for inclusion in the patient survey, designed to identify factors that could predict who might benefit from a care guide: patients who were alone, who reported doubts about their ability to make changes, who reported difficulty communicating with their providers. Knowing which patients are likely to benefit could facilitate targeting this intervention more narrowly and efficiently.

Since in Phase 1 we enrolled all patients with these diagnoses, several had met all care goals at baseline. It would be inefficient to spend limited resources on this group. Consequently, during Phase 2, we will suggest at-risk patients for enrollment. This will be done in two ways. An electronic "best practice alert" will reside in the patient's health record. Each morning the providers will also receive a list of scheduled patients who have diabetes or congestive heart failure, or hypertension with borderline recent control. These will be suggestions; providers will be free to refer patients on this list, or not on this list, with one of the three study diagnoses. Our reasoning is that primary care providers know their patients well and are better equipped to identify at-risk patients than a computer algorithm.

We did not anticipate how much importance patients would attach to seeing the care guides as peers, not wearing white coats, and easily accessible for informal visits in the waiting room. Consequently we will locate care guide office cubicles in the waiting room in four of the Phase 2 clinics. In the 5th no waiting room space was available so we plan to use the closest available space.

4. PLANS TO SHARE FINDINGS

Presentations at scientific meetings

1. Minnesota Chapter of American College of Physicians, October 2009
2. Minnesota Health Services Research conference, March 2010
3. Academy Health Annual Research Conference, Boston, June 2010
4. National Primary Care Research & Development Centre Conference, University of Manchester, Manchester, UK, July 2010

Publication

Encouraged by Dr. Schroeder, we have been reviewing internal medicine and public health journals, especially those with an interest in health systems reform, and are focusing on Annals of Internal Medicine and Health Affairs. Both invite submissions for specific subsections dealing with this topic. We are preparing a manuscript describing Phase 1 and nearing a decision about where to submit it.

Comparing our project to others

We will make the case that care guides can add particular value to the management of chronic diseases, where value is defined as the ratio of benefit to cost. Compared with other care management initiatives, this project has demonstrated large improvements in clinical care measures and low operational costs.

Clinicians will understand that achieving these evidence-based care goals will translate into lives saved, fewer heart attacks and strokes, and kidneys and eyes protected against vascular damage.

Administrators will appreciate that this project was inserted quite easily into the culture of a primary care clinic without disrupting how it functioned or diverting scarce resources (space, time, money). The average annual salary of our care guides is about \$34,000. The average salary of an RN in Minneapolis-St. Paul is \$79,000. Care guide training is accomplished in two weeks. LPN or CMA training takes about nine months, RN training about three years. Our recruiting experience suggests there is a large pool of talented and underemployed people with appropriate skills.

Other care management initiatives have generally been unable to show cost savings, or have required cost shifting within an integrated health system (e.g., funds saved from fewer emergency department visits are used to support primary care). This project's costs are low enough that some independent clinics could absorb them entirely.

5. INCOME AND EXPENSE STATEMENT FOR THIS GRANT PERIOD, WITH ORIGINAL BUDGET AND EXPLANATION OF VARIANCES.

Please see attachment #8.

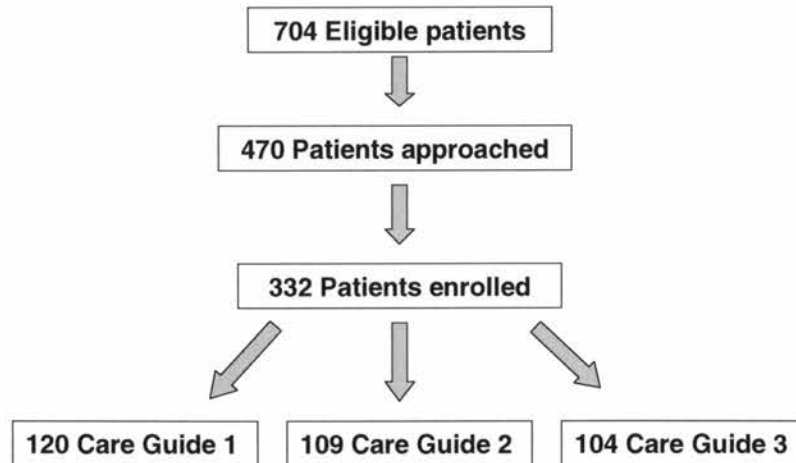
6. DISTINGUISH ROBINA GRANT WORK FROM OTHER WORK AND FUNDING

The principal investigator Dr. Adair is not working on any other projects and has no other funding.

Respectfully submitted,

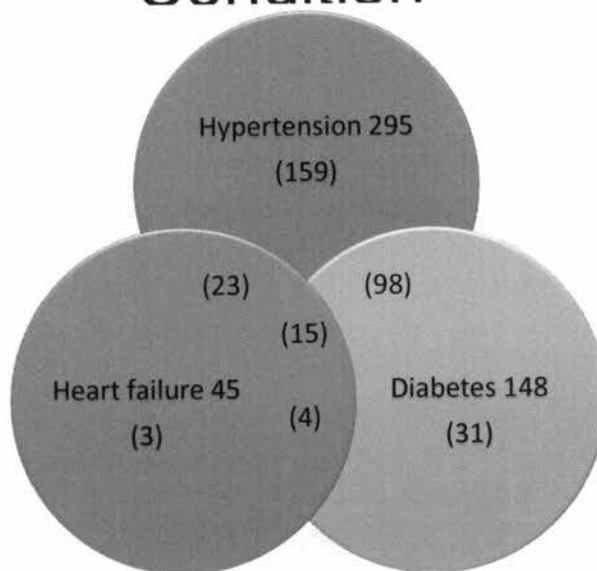
Richard Adair, MD

Patient Enrollment



Each primary care physician (46) was assigned to one care guide

Patient Characteristics: Condition



UNIVERSITY
OF MINNESOTA



ALLINA
Hospitals & Clinics

Implementation of Care Guides in a Primary Care Office: Lessons Learned

Suhna Lee *, Katie White *, Richard Adair *, Jean Berquist *, Heather Britt *, Jon Christianson *, Deborah Elumba *, Margaret Funk *, Yurub Jama *, Peter Lund *, Kim Radel *, Allison Shipley *, Robert Town *, Doug Wholey *, Tamara Winden *

* ANGMA Clinic, Abbott Northwestern Hospital, Minneapolis, MN

* University of Minnesota, School of Public Health, Division of Health Policy and Management, Minneapolis, MN



Center for Care Organization
Research & Development
UNIVERSITY OF MINNESOTA

BACKGROUND

Based on reported results of chronic disease management in the U.S., outcomes tend to be mediocre while care is expensive.

Ambulatory care in the U.S. has become increasingly complex, specialized, and fragmented. Patients with chronic, complex health needs are often overwhelmed by the challenge of navigating between disparate settings, accompanied by an inadequate flow of patient information across an expansive continuum of care.

Attempts at transforming chronic care delivery (e.g., Wagner (1996) - Chronic Care Model and Bodenheimer (2007) - Teamist Model) have used clinical roles like RNs or CNAs.

This pilot intervention study examines the use of non-clinical workers, care guides, as a less expensive approach to chronic disease management.

OBJECTIVE

The purpose of this study is to evaluate a team-based, patient-centered intervention to increase physician and patient adherence to established clinical care guidelines for diabetes, heart failure, and hypertension. The overarching aim of the intervention is to improve chronic disease management and empower patients to self-care, using a care guide, a new intensively trained layperson in chronic care.

INTERVENTION

Care Guide

- Non-clinically trained individual in the primary care clinic
- Offer encouragement, support & motivation, introduce patients to wide variety of services available within hospital system
- Support medication and treatment adherence, identify and facilitate resolution of barriers to quality care
- Communicate with patients and providers to keep entire care team focused on meeting "care goals"

Care Contract

- Care contract signed by the patient is an electronic document that resides within the patient's electronic medical record
- Purpose of the care contract
 - (1) to provide an electronically integrated tool to support patients and care teams in aligning and monitoring efforts to achieve specific benchmarks of appropriate, guideline-based chronic disease management
 - (2) to provide formal documentation of the patient's commitment to self-care
 - (3) to provide regular, positive reinforcement
- Can be accessed by both the care guide and the provider to retrieve information regarding patient care
- Summary of this documentation is given to the patient in a printed form

Care Goals

- Disease specific clinical benchmarks selected from care guidelines recommended by Joint National Committee on Prevention, Detection, Evaluation, and Treatment of High Blood Pressure (JNC-7), the American Heart Association (AHA), and the American Diabetes Association (ADA)
- Patients' care goals can include managing blood pressures and HbA1c, medication compliance, completing recommended tests, and smoking cessation
- Along with continuous clinical measures, the care goals are coded as a series of binary variables, expressed in goals met/ goals unmet and documented at baseline and quarterly thereafter. Attainment of goals is determined by the last clinical values recorded in each quarter.

METHODOLOGY

Study Design

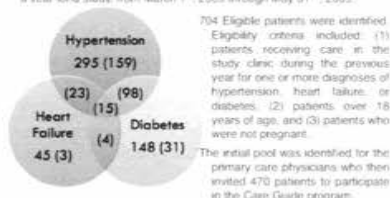
This preliminary evaluation utilized a prospective pre- and post design in a single clinic, Abbott Northwestern General Medicine Associates (ANGMA) in the Allina Health System, with mixed methods data collection.

Pre-work Phase

Six months of pre-work focused on formalizing care guide's roles, outlining ideal traits and required competencies for care guides, and identifying the specific responsibilities and activities of care guides. Also during this phase, an effort to integrate the care contract into Allina's EMR system was accomplished. While the EMR already includes all fields necessary for monitoring specified care goals, the technical team built the care contract section within the EMR through data consolidation algorithms, and embedded tools that summarized and tracked progress towards clinical benchmarks.

Eligibility and Enrollment of Patients

Rolling enrollment of the patients occurred from the first three months of a year-long study from March 1st, 2009 through May 31st, 2009.



332 Patients elected to participate, a participation rate of 71 percent. Each of 46 primary care physicians in the clinic was assigned to one of three care guides, and care guides respectively had case loads of 120, 109, and 104 patients.

Data Collection

- (1) Clinical data from the comparison of baseline and quarterly EMR results for assessing achievement of care guidelines (AHA, ADA, JNC-VII)
- (2) Patient survey including demographics and selected items from Patient Assessment of Care for Chronic Conditions (PACIC) survey
- (3) Qualitative time series data from care guides' responses to a structured interview designed to assess the definition of the care guide role
- (4) Survey data from clinic staff, providers, residents, and care guides assessing work relationships and evaluating the impact of care guides
- (5) Patient and family focus group data assessing their perceptions of care guides
- (6) Administrative data on care guide and physician work assignments
- (7) Claims data on resource use

CONTACT INFORMATION

The principal investigators for the project are Dick Adair, MD (dadair001@umn.edu) and Jon Christianson, Ph.D. (jchris001@umn.edu). Any questions or comments on this presentation should be directed to Suhna Lee (slee3515@umn.edu) or Katie White (kwhite@umn.edu). For information regarding the Care Guide program, please contact the project manager, Kim Radel (kimberly.radel@allina.com).

RESULTS

Analysis of time series data of care guides' experiences suggest successful role emergence and acceptance by patients and providers.

Care guide success appears to be related to affective ties with patients, focus on patient's personal health goals, and triadic relationship of patient-physician-care guide.

Care Guide on Helping Patients

"...when a person is open with you they might share things about their health or behavior that might not share with their physician here. I view that as being positive."

"...being a Care Guide (means) trying to solve the barriers to health care that a lot of our patients in the clinic have... It's interesting to walk a mile in these patients' shoes."



Actual Assignments

(Two Mode Network - Social Network Analysis)

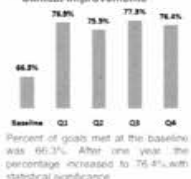
Patients were assigned to one of the three care guides and each primary care physician was assigned to one care guide. The diagram depicts work relationships between Physicians-Care Guides.

The more patients a care guide and physician shared, the more likely they saw themselves as interdependent (working closely with each other).

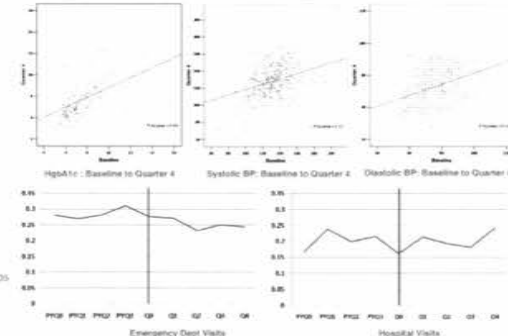
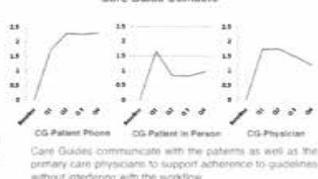
Care Guide on Helping Patients

- Saved them time
- Became interpreters for physicians
- Helped to improve care, improve the patient relationship, and became integral part of the clinic
- Overall satisfaction with care guides was positive

Clinical Improvements



Care Guide Contacts



CONCLUSIONS

The analysis indicates that:

- the care guide intervention at the pilot site was well received by both the clinic staff and patients and was able to produce promising results at relatively low cost
- demographic factors (insurance status, race, education, socioeconomic status) did not correlate with clinical improvements
- which care guide patients were assigned to did not affect clinical improvements
- how well patients adhered to clinical guidelines at baseline was considerably related to percent of goals met in subsequent periods (i.e., lower percent met at baseline associated with greater subsequent improvement)

NEXT STEPS

Phase 2 Trial

- Multi-clinic randomized control trial
- 11 care guides in 5 clinics (Contrasts: family practice and internal medicine; urban, suburban, and rural locations; new and experienced EMR users)
- A more robust analyses of the benefits of care guides with a more diverse population
- To begin Summer, 2010

REFERENCE

Bodenheimer T. Chronic disease management: What will it take to improve care for chronic illness? *Effective Clinical Practice*. 1996;1(1):2-4.
Bodenheimer T, Lang BY. The Teamist Model of Primary Care. *Ann Fam Med*. 2007; 5: 457-461.

The authors gratefully acknowledge the financial support from the Robina Foundation.

Attachment 4

Care Contract: My Promise to Take Care of My Diabetes and Congestive Heart Failure

I will learn about Diabetes and Congestive Heart Failure and the best treatment (Care Goals).
I will work together with my doctors, care guide and a family member or friend to meet these Care Goals.

My Diabetes and Congestive Heart Failure Care Goals

Not Using Tobacco: Not Met
Echocardiogram (measure heart muscle output): Not Met
Taking ACE-I or ARB (if LVEF <40): Not Met
Taking Beta Blocker (if LVEF <40): Not Met
Pneumonia vaccine: Met
Taking aspirin daily : Not Met
Hemoglobin A1c (measures average blood sugar) is less than 7: Met
Blood Pressure is less than 130/80: Not Met
Eye exam within the last year: Not Met
Test for protein in urine within the last year: Met
If abnormal protein in urine, taking ACE-I/ARB: N/A
LDL (harmful cholesterol) is less than 100: Met

Total Care Goals Met Today: 4

Number of Goals Met at first Care Guide visit: 4

Flowsheet Report	
Snapshot	Select Flowsheets to View
Chart Review	
Flowsheets	ROBINA CONTRACT CARE GOALS [97]
Results Review	
Allergies/Preg	
History	
Letters	
EMPI Demographics	
MPI History	
FYI	
Robina Contract Care Goals	5/1/2009 6/8/2009 6/9/2009 7/7/2009 9/30/2009 2/5/2010
Tobacco Use	Met Met Met Met Met Met
Daily Aspirin Use	Not Met Not Met Met Met Met Met
Hemoglobin A1c	Met Met Met Met Met Met
Diabetes Blood Pressure Goal	Not Met Not Met Met Met Met Met
Eye exam within last year	Not Met Not Met Not Met Met Met Met
Microalbumin within last year	Met Met Met Met Met Met
On ACE-I/ARB (if positive albumin)	Not Met Met Met Met Met Met
LDL	Not Met Met Met Met Met Met
Had Pneumonia vaccine	Met Met Met Met Met Met
Total Care Goals Met	4 6 8 9 9 9



UNIVERSITY
OF MINNESOTA



ALLINA
Hospitals & Clinics

EHR Tools for the Care Guide

- Quarterly report from Chart Update hyperlink

Default Flowsheet Data (last 8760 hours)	
Robina Quarterly Report	
Row Name	
	1000
ROBINA QUARTERLY REPORT	
Quarterly Update	2
Last HgbA1c	7.4
Last clinic SBP	126
Last clinic DBP	62
Goals met	8
Goals not met	1
CG/pt phone contacts	3
CG/pt in person contacts	0
CG/PCP contacts	1
Allina ED visits	0
Allina hosp adm	1
Cost of study meds, last visit	82



UNIVERSITY
OF MINNESOTA



ALLINA
Hospitals & Clinics

Attachment 7



Attachment 8: Phase 1 Finance Report for: Care Guides in the Primary Care Office

				Proposed		Actual			
Budget Category/Item				Phase 1		2010	2009	2008	TOTAL
	Base Salary (Year 1)	% Effort	# FTEs		FTE actual	Jan uary - June			
PERSONNEL									
Care Guides									
Pilot Phase I (ANGMA Medicine)	\$35,360	100%	4	\$141,440	3				
Project Coordinators									
Pilot Phase I (ANGMA Medicine)	\$85,000	100%	2	\$170,000	2.00				
Total Care Guide/Project Supervisor Salaries						\$95,819	\$265,681		\$361,500
Investigators						included in Phase 2	\$70,000	\$33,000	\$103,000
Principal Investigator: Adair	\$180,000	40%	1	\$72,000					
Co-Investigator: ANGMA Medicine: Lund	\$180,000	10%	1	\$18,000					
co-investigator: ANGMA Medicine: Lukasewycz		10%	1	\$18,000					
Institute for Health & Healing									
Care Guide Training Faculty: Vitale	\$70,000	15%	1	\$10,500					\$385
Additional Outpatient Personnel	\$60,000	100%	2						\$336
Additional ANW Personnel									
Translation Services	\$47,840	variable	variable	\$21,390			\$2,150		\$2,150
Technical & Analytic Support					rate		\$56,100		\$56,100
Clinical Decision Support	\$75,000	50%	1	\$37,500	\$55/hour				
Excellian Support	\$75,000	10%	1	\$7,500					
Clarity Reporting	\$65,000	25%	1	\$16,250					
Analytic	\$65,000	25%	1	\$16,250					
Publication/Writing Support	\$90,000	40%	1	\$36,000					
HR/Communications/Marketing Support	\$75,000	25%	1	\$18,750					
Benefits (25% of all above personnel)				\$165,155		included above	included above	included above	included above
University of MN Advisors									
Process Evaluation: Christianson, Wholey, White		15%		\$364,877		\$107,096	\$204,551		\$311,647
Health Economics: Town		15%							* \$40,000 will be paid in Oct 2010
Research Assistant	\$35,360	100%							
Personnel Total				\$992,775		\$202,915	\$598,482	\$33,000	\$835,118
ADDITIONAL COSTS									
Study Specific Clinic Visit Cost	\$112.50/visit			\$63,000			\$40,275		\$40,275
Training Development				\$65,000					
Resource Materials Development				\$15,000					
Printing				\$2,800					
Communications Materials				\$7,500					
Patient & Family Advisory Council				\$4,500					
Food				\$10,000					
Total other supplies/food						\$19,686	\$9,357		\$29,043
Furniture & Equipment				\$28,100		\$2,723	\$31,130		\$33,853
Research Support: IRB + SPA				\$16,000					
Additional Costs Total				\$211,900		\$22,409	\$80,762	\$0	\$103,171
CONTINGENCY COSTS									
Increase in Care Guide Salary	Increase to \$41,600	100%	4 in Year 1, 18 for Year 2/3	\$24,960					
Increase in number of Care Guides (to reduce ratio)		Increase to 24 Care Guides for RCT							
Staff Coordinator	\$80,000	40%	1						
Contingency Personnel Benefits				\$6,240					
Contingency Costs Total				\$24,960		\$0	\$0	\$0	\$0
				TOTAL PROJECT COST	\$1,253,635	\$225,324	\$679,244	\$33,000	\$978,289

Phase 2 Budget for: Care Guides in the Primary Care Office

					Proposed	Actual
Budget Category/Item					Phase 2	2010
PERSONNEL	Base Salary	FTE actual	months	Jan 2010 - August 2012	Jan 2010 - June 2010	
Care Guides						
RCT Phase II	\$35,360	16	21	\$990,080		
Project Supervisors (nurse)						
RCT Phase II	\$85,000	1.00	30	\$212,500		
RCT Phase II	\$85,000	1.00	26	\$184,167		
Research Project Manager	\$85,000	1.00	32	\$226,667		
Lead Care Guide	\$40,000	2.00	30	\$200,000		
Total Care Guide/Project Supervisor Salaries						\$81,141
Investigators						
Principal Investigator: Adair	\$180,000	0.30	27	\$121,500		\$67,377
Co-Investigator: Hosp Based clinic 1	\$180,000	0.20	27	\$81,000		
Co-Investigator: AMC: McCarthy	\$180,000	0.05	27	\$20,250		
Co-Investigator: AMC: clinic 2	\$180,000	0.20	27	\$81,000		
Co-Investigator: AMC clinic 3	\$180,000	0.20	27	\$81,000		
Co-Investigator: Aspen: leader	\$180,000	0.05	27	\$20,250		
Co-Investigator: Aspen clinic 4	\$180,000	0.20	27	\$81,000		
Institute for Health & Healing						
Care Guide Training Faculty: Vitale	\$70,000	0.03	2 days/pp	\$3,500		
Additional Personnel						
Care Guide Trainers (3 MDs)	\$180,000	\$ 88	2/y for 8 h	\$4,224		
Interviewing process (MD/project mgr)		\$ 70	32 hrs	\$2,240		
Translation Services	\$47,840	\$ 55	50hrs*4	\$11,000		
Technical & Analytic Support						
Clinical Decision Support	\$76,000	0.25	24	\$38,000		
Health Informatics	\$85,000	0.15	32	\$34,000		
Clarity Reporting	\$76,000	0.25	24	\$38,000		
Analytic	\$97,000	0.15	32	\$38,800		
IS/Excellian project manager	\$80,000	1.50	8	\$80,000		
Publication/Writing Support	\$92,500	0.15	32	\$37,000		
Operational/Financial Support	\$95,000	0.12	32	\$30,400		
HR/Communications/Marketing Support	\$75,000	0.05	32	\$10,000		
Benefits (29% of all above personnel)				\$761,707		\$21,066
University of MN Advisors				\$448,192		
Process Evaluation: Christianson, Wholey, White						
Health Economics: Town						
Research Assistant	\$35,360	2.0	7.5	\$44,200		
Personnel Total				\$3,880,677		\$169,584
ADDITIONAL COSTS						
Study Specific Clinic Visit Cost	\$115/visit		5,000 pts	\$575,000		
Professional Meeting Attendance	ACP, AAFP, etc.		4 at each x 4	\$40,540		
Training Development				\$5,000		
Introductory video				\$15,000		\$15,000
Communications Materials				\$20,000		\$2,300
Patient & Family Advisory Council	1/qtr	\$581		\$27,888		
Box lunches for training and QI				\$10,000		
Furniture & Equipment, LCD projector	\$30,000/location	4		\$122,600		
Other supplies						\$11,661
Research Support: IRB + SPA				\$4,000		
Mileage	\$2,177		21	\$45,716		\$797
Additional Costs Total				\$865,744		\$29,758
Total Project Costs					\$4,746,421	\$199,342

General Medicine Associates
Graduate Medical Education
800 East 28th Street
Minneapolis, MN 55407-3799
612-863-4212

Richard Adair, MD
Kathleen Ayaz, MD
Debra Burgy, MD
Michael Cummings, MD
William Dickey, MD
Laurel Drevlow, MD
Kelly Flynn, MD
Robert Haug, MD
Ayesha Khalil, MD
Anyia Lukasewycz, MD
Peter Lund, MD
Sabeeha Nagarwala, MD
Noelle Nelson, MD
Paul Odenbach, MD
Amber Paddock, MD

Paul Phillips, MD
Bryce Pierson, MD
Charles Pogemiller, MD
Bryan Post, MD
Hallie Richards, MD
Donna Rodel, MD
Daniel Ruppman, MD
Terry Skiba, MD
Leigh Strauss, MD
Paul Sutter, MD
Jean Watson, MD
Benjamin Whitten, MD
Lori Witter, MD
Carrie Wolke, MD
Tod Worner, MD

Terry Rosborough, MD
Director of Graduate Medical Education

Robert Miner, MD
Program Director

Michael Ornes, MD
Associate Program Director

Lisa Callies, MD
Assistant Program Director

David Tierney, MD
Assistant Program Director



ABBOTT
NORTHWESTERN
HOSPITAL

Penny A. Hunt, Executive Director
Robina Foundation
IDS Center
Minneapolis, MN 55402

May 28, 2010

Dear Penny:

Thank you for your careful and detailed letter regarding the Abbott Northwestern Care Guide Program. We very much appreciate your advice and supervision.

I will answer your specific questions in summary form here, but also invite you to call me on my cell phone at 612-345-0539 any time if you would like more detail.

1. Budget

We expect that the current approximately \$6 million grant will cover all expenses for the care guide project. It's hard to separate "planning" expenses as we are learning every day from our experiences and have been making changes to the design of the phase 2 randomized trial as we go along.

If we find a need for more support related to analysis, writing, and presentation at national meetings, we will apply. Our estimate of these expenses is included in the budget we submitted in November.

2. Is the pilot behind schedule?

No. We are right where we thought we would be. To avoid confusion, we are using the word "pilot" to refer to the "phase 1" test in Medicine Clinic. Data collection ends today, May 28. Our original grant request anticipated starting the "phase 2" randomized controlled trial in 3 other clinics in May 2010 (page 19 of submission dated July 2008). Unless there is a prolonged nursing strike, we plan to enroll the first phase 2 patient on July 5, 2010.

This short delay was specifically suggested by the Robina Foundation Board, who counseled us not to rush and to take a good look at phase 1 data before starting phase 2. The board also advised adding more clinics and different kinds of clinics in order to test

whether this project would work in different circumstances. Therefore we are planning to add 2 more clinics in fall 2010 for a total of five. Planning for this is at an advanced stage; details will be submitted in the August annual report. Since we envision a 4-6 month enrollment period in this much larger trial, final data from phase 2 will arrive during 2012.

3. Future grant applications.

Penny Wheeler will take the lead on this, as my area of expertise is primary care.

Please let me know if this answers your specific questions, or if you or the board would like more information. We appreciate greatly the support you and the Foundation Board have provided.

Sincerely

Dick
Dick Adair

Annual Evaluation Report to the Robina Foundation Program on Law, Public Policy, and Society

August 3, 2010

Executive Summary

Over the course of the past year, we have made substantial further progress towards fulfilling the goals of the Robina-funded Program on Law, Public Policy, and Society (LaPPS). Among other things, we have hired two additional outstanding faculty in LaPPS program areas; launched a series of ambitious new faculty research projects; held two of the contemplated annual public policy research conferences; largely completed the restructuring of the first-year curriculum; funded 17 student human rights and public policy internships; and placed 37 students in an innovative new post-J.D. fellowship program.

Perhaps most importantly, we have integrated the LaPPS program into our draft Strategic Plan. The Plan has been under development for the past 18 months and will go to the faculty for adoption in October. The Plan has three principal goals: 1) development of a new model of legal education and research with particular strengths in four strategic enabling areas; 2) enhanced alumni engagement; and 3) transitioning the Law School to financial independence. The LaPPS program is at the core of the first goal since three of the four areas we have targeted for future investment are the three LaPPS strategic enabling areas: international law, law and science, and criminal law. (The fourth area in the Strategic Plan is corporate law and finance.)

In short, we continue to view LaPPS as a critical investment in the Law School's future. Robina funding has enabled the Law School to hire outstanding new faculty despite state funding cuts, leverage additional resources from the central University, focus Law School energy and attention on building existing areas of strength, and begin to develop a model of legal education and scholarship that we hope will serve as an inspiration to others.

In the next few years, we hope to augment and integrate the various components of LaPPS. By creating arcs to excellence in each of the three LaPPS program areas, we hope to attract outstanding students, provide them access to top faculty, offer them a rich curriculum with related clinical, capstone, and other experiential learning opportunities, fund field-related summer internships, and help them pursue exciting field-related careers on graduation. At the same time, by building centers of excellence in international law, criminal law, and law and science, we aim to foster path-breaking research and build international faculty networks that can help resolve pressing social problems in each of the three LaPPS program areas.

We are excited about progress to date and grateful to the Foundation for making it possible.

1. Original Goals and Objectives

The Program, as described more fully in our June 20, 2008 proposal, seeks to make the Law School a recognized leader in developing innovative solutions to problems at the intersection of law, public policy, and society. The Program has two central and related objectives:

- A. to leverage our existing strengths in criminal law, international law, and science and technology to broaden our ability to generate cutting-edge, policy-relevant research, scholarship, and community outreach; and
- B. to transform the Law School's curriculum and teaching mission in ways that will enable our graduates to be more effective at developing multidisciplinary solutions to complex social problems.

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

The Law School already has an extraordinary concentration of top scholars in international law and human rights, law and science, and criminal law. Each area provides exceptional opportunities for research vital to the resolution of complex social and economic problems; each is fundamental to work being done in related areas and complements strengths elsewhere in the University and the community; and each offers prospective students a challenging and distinctive career track.

By building strengths in these three areas (and, in accordance with our Strategic Plan, in corporate law), the Law School will enhance its ability to contribute to national and international policy debates on key issues; faculty with interests in these areas will seek out Minnesota as a place to work with outstanding colleagues and students; students will be attracted to Minnesota as an affordable place to combine an outstanding general education with a progressive specialization leading to clearly defined career opportunities; employers will identify Minnesota as a place to find talented and uniquely trained graduates; and alumni and community members will identify with a rising institution that contributes to the community and places its graduates in leadership roles in both the public and private sectors.

Specific goals originally identified for the LaPPS Program include:

- hire one or more new faculty members in each of the three fields of strength, to complement our existing faculty and stimulate new ideas and research through faculty interaction;
- foster cutting-edge public policy-oriented research, particularly in criminal law, international law, and law and science (especially health and life sciences); and
- hold annual high-profile conferences in one or more of the three strategic enabling areas that attract top scholars, stimulate new research, and generate new publications to disseminate conference findings to maximize policy and scholarly impact.

B. Transformation of Curriculum and Teaching

As noted in our June 2009 annual report, the Law School has already implemented major changes to our curriculum, particularly in the formative first year. These innovations place the law school at the forefront of a small group of leading law schools undertaking to lead the transformation of legal education nationally and internationally. Robina support of a new human rights clinic, new capstone courses, public policy internships, and post-J.D. fellowships forms an essential part of the Law School's effort to transform legal education through experiential learning aimed at better preparing students to solve the complex problems of contemporary law and society.

As before, the goals of these changes include:

- to integrate professional values, ethics, and lawyering skills throughout the Law School curriculum, and increase opportunities for skills development in both simulated and live-client settings;
- to educate students in a progressive arc about the full range of lawyering concepts, beginning with basic lawyering skills and legal doctrine and proceeding through advanced theory and highly complex problem-solving strategies;
- to promote collaboration, particularly interdisciplinary collaboration, both within the Law School and among University departments;
- to highlight the ways in which law can be original and transformative, in drafting, application, and interpretation; and
- to emphasize the professional values of social responsibility and public service.

2. Progress in Meeting Program Goals

The LaPPS Program is well under way. It has enabled the Law School to build on its strengths and initiate substantial new research on public policy issues and has helped stimulate an extraordinary set of curricular and teaching reforms.

A. Progress on Building on Existing Strengths in Criminal Law, International Law and Human Rights, and Law and Science

Robina Research Chairs in Law, Public Policy, and Society

As indicated in our June 20, 2008 proposal and subsequent correspondence, we set as a goal hiring two star faculty members to fill the Robina LaPPS chairs and to help us become one of the country's leading centers for innovative work on complex law and public policy problems. In the first year of the LaPPS Program, we hired John Borrows, one of North America's leading experts on indigenous rights and comparative constitutional law. John complements an already exceptionally strong group of faculty who work in the area of international law and human rights.

This year, we hired **Antony Duff**, who is widely regarded as perhaps the world's leading authority on the philosophy of the criminal law. In a recent issue of Perspectives, we described Antony as follows:

FACULTY PERSPECTIVE

New 2010 Faculty Member >

Criminal law expert Antony Duff joins faculty

> **Antony Duff, a distinguished** criminal law researcher and philosopher, will join the Law School faculty as a tenured professor beginning fall semester 2010. He comes to Minnesota from the Department of Philosophy, University of Stirling, Scotland.

Duff is widely recognized for his influential writings on criminal law theory, among them *Intention, Agency, and Criminal Liability* (Blackwell, 1990); *Criminal Attempts* (Oxford, 1996); and *Answering for Crime: Responsibility and Liability in the Criminal Law* (Hart, 2009). He is also a leading scholar in punishment theory and philosophy and has written such landmark books as *Trials and Punishments* (Cambridge, 1986) and *Punishment, Communication, and Community* (Oxford, 2001).

At Stirling, Duff and colleagues recently completed a three-year interdisciplinary project examining the nature, function, and normative underpinnings of the criminal trial, funded by the U.K.'s Arts and Humanities Research Council (AHRC). The project produced the three-volume book series *The Trial on Trial* (Hart 2004, 2006, 2007). In 2008, the AHRC also funded a four-year follow-up project on criminalization.

Duff joined Stirling in 1970 following graduate work at the University of Oxford and a year of teaching at the University of Washington, Seattle. He has taught philosophy of law, moral philosophy, philosophy of action, and themes in Aristotle's ethics.

He is founding co-editor of the journal *Criminal Law and Philosophy* and of the Oxford University Press book series *Studies in Penal Theory and Philosophy*. He is a member of the AHRC



Antony Duff delivering Law School's 2009 Dewey Lecture on the Philosophy of Law

Peer Review College, and he chaired the philosophy sub-panel of the 2008 Research Assessment Exercise of the Higher Education Funding Councils, which fund British universities.

With Antony joining the faculty this fall, we will have one of the strongest groups of criminal law faculty in the country, with particular expertise on sentencing policy and a growing strength in criminal law theory. Antony's anticipated arrival this fall has galvanized a wide range of new policy-related work; he has already begun to collaborate actively with other faculty here to produce path-breaking books, articles, and policy reports. In November, Antony will convene a handful of scholars at the forefront of criminal law theory to participate in a Roundtable on the Future of Criminal Law and to consider the establishment of an international network of the world's leading criminal law theorists to address critical contemporary challenges to criminal law. In the spring, he will co-convene a conference bringing together 30 of the world's leading criminal law and human rights experts to explore cross-disciplinary understandings of human dignity and its implications for human rights, criminal law, and humanitarian law and to lay the foundations for future work in this field.

We are currently conducting a national search to find a star lateral that we could hire in the area of law and science. Our appointments committee has assembled a list of prospective candidates, and one candidate in whom we have a particular interest will interview here in October.

In the course of our law and science search last year, we identified Hari Osofsky as a rising star in the area of international environmental law. Although too junior to fill a Robina chair, Hari was an ideal person to help build a bridge between two of our areas of emphasis – international law and law and science. We recruited Hari from Washington & Lee, and she will serve as an Associate Director of the Consortium on Law and Values in Health, Environment & the Life Sciences. The Consortium, directed by law faculty member Susan Wolf, brings together 17 centers from around the University to produce cutting edge work at the intersection of law and science. Although the Consortium has focused principally on issues relating to law and health, Hari will take responsibility for expanding the Consortium's work in areas dealing with law, geography, and the environment. Hari's CV is attached as Appendix I.

As mentioned in our last annual report, we have been exploring a cluster hire strategy in the criminal law area, with the idea that we might subsequently pursue a similar strategy in law and science and international law. A year ago, we identified several of the world's top criminal law scholars with the goal of hiring, on a 50% time basis, two or three of these scholars either simultaneously or in close succession. We anticipated that the attraction of working with each other and with the other top criminal law scholars already on our faculty might tip the balance of consideration in favoring of joining us. We also believed that gathering a concentration of outstanding scholars in a particular field would spark new ideas and projects and lead to breakthroughs in research and policy formulation. Although we succeeded in hiring Antony Duff, the other two scholars we approached were not able as yet to commit to a 50% time arrangement. However, we are exploring with them the idea of regular and coordinated shorter-term visits, timed to coincide with major conferences or other activities that will allow us to capture some of the synergies implicit in bringing together a concentration of leading scholars in the field.

In line with this approach, Sir Andrew Ashworth, who holds the Vinerian Chair at All Souls College, Oxford, and is without dispute one of the world's top criminal law and procedure scholars, will spend ten days here this fall and participate in a major international criminal law conference and a series of other events. We hope to make this a regular visiting arrangement and to do the same with Professor Nicola Lacey, also now at All Souls College and a leading criminal law and feminism scholar, who visited us this spring. Eventually, we hope one or both might be able to join us permanently.

Robina Clinical Chair in Law, Public Policy, and Society

As reported last year, after an extensive national search, the Law School hired Jennifer Green, formerly a lead attorney with the Center for Constitutional Rights, to develop a human rights clinic. Jennie has been co-counsel or lead attorney in many of the most important human rights cases in the last fifteen years. She launched this year a very successful human rights clinic. In addition to her work on the clinic, Jennie has been working on a series of amicus curiae briefs on human rights cases, including one to the U.S. Supreme Court, presenting lectures at various law schools, attending experts meetings on corporate accountability for human rights violations, serving as an expert witness on child

sexual abuse under international law, and conducting research for articles on gender-based human rights violations under customary international law.

Robina-supported Faculty Public Policy Research

This year, the Law School solicited proposals from faculty for additional policy-related research projects that will have high visibility and impact, attract external funding, involve law students in substantive roles, and enhance the Law School's reputation as a leading institution for law and public policy. Preference was given to projects that relate to criminal justice, international law and human rights, or law, science, and technology.

New funded projects include:

1. *Criminal Law*. Starting in November, the Law School will hold a series of conferences to bring together leading scholars to discuss drafts of books on criminal justice policy being written by Law School faculty. At present, four "books in progress" are scheduled to be presented, one each in November, March, April, and May.

2. *Criminal Law/International Law*. Professors Antony Duff and Fionnuala Ni Aolain are hosting a major symposium this fall on Human Dignity and the Criminal Law. This conference will take advantage of the Law School's exceptional strengths in both criminal and international law. Symposium papers will be published in an edited volume. The Law School is also hosting a separate one-day conference on Criminal Law and International Human Rights in September 2010, with a keynote address by Moreno Ocampo, the Prosecutor of the International Criminal Court.

CFR?
— 3. *International Law*. Professor Michele Goodwin will be conducting further empirical research on human trafficking, focusing on young women trafficked into domestic partnerships in India, South Africa, and the Philippines. Professor Greg Shaffer will lead a group of faculty in law, sociology, and political science to study and compare the structure and coherence of transnational legal orders in human rights law, trade, and international business. The project should lead to a 3-4 day book conference involving major scholars from all three disciplines.

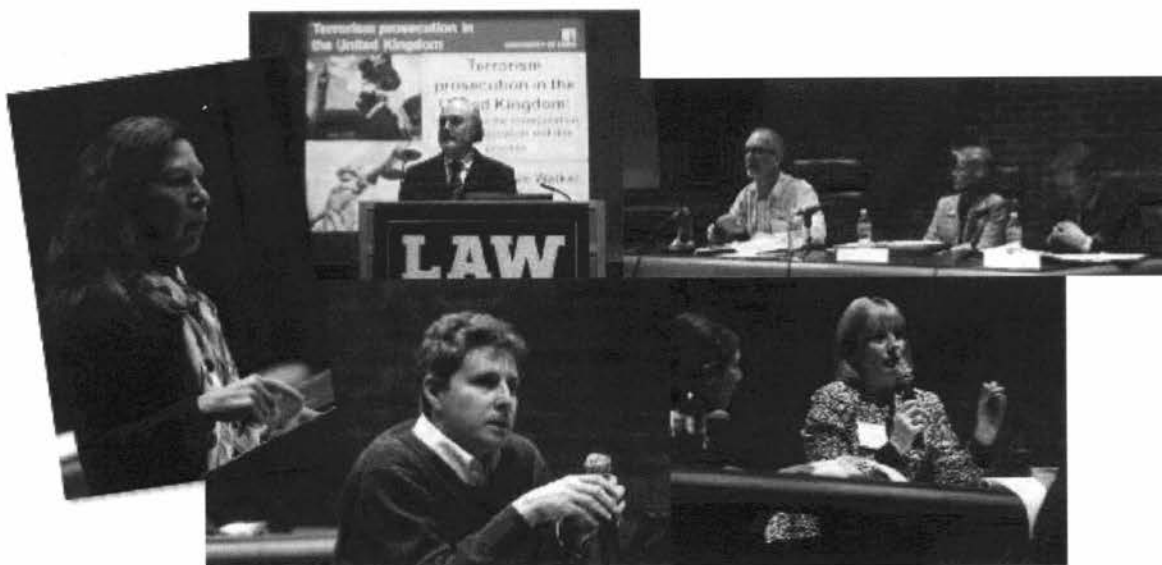
CFR?
— 4. *International Law/Law and Science*. Professors Claire Hill and Fionnuala Ni Aolain will host a symposium in spring 2011 on National Security, Human Rights, and the "Other." The symposium will bring together experts from law, neuroscience, and psychology to examine how different understandings of the "other" influence human rights protections in different contexts.

Robina Public Policy Annual Conferences

The Law School held two major, Robina supported conferences this year. In October, the Law School held a major conference on Exceptional Courts and Military Commissions, and in April, the Law School held a major conference on Human Trafficking. They are described below.

AT THE LAW SCHOOL

Exceptional Courts and Military Commissions Conference



Clockwise, from left: Rebecca Snyder ('98) of Navy-Marine Corps Appellate Defense Division; Prof. Clive Walker of Leeds Law School; Prof. Colin Campbell of Transitional Justice Institute; Prof. Barbara Frey of Minnesota's Institute for Global Studies; and Dean John Jackson of University College Dublin School of Law; Prof. Fionnuala Ní Aoláin of Minnesota; and Prof. Yuval Shany of Hebrew University.

> On October 22 and 23, leading U.S. and international scholars, policy-makers, and nongovernmental organization representatives gathered at the Law School. Their focus was the use of special courts and military tribunals by democratic states to respond to terrorism and politically motivated violence. Their presentations and discussions examined the successes, failures, and limitations of such courts.

The conference began with an examination of historical and contemporary perspectives on exceptional courts, chaired by Gabor Rona, International Legal Director of Human Rights First, and featuring Law School Professors Carol Chomsky and Oren Gross and Professor David Glazier of Loyola Law School.

Robin Phillips of Advocates for Human Rights led the discussion of where we are and where we're going,

which included Professor William Banks of Syracuse Law, Joanne Mariner of Human Rights Watch, and Professor Steve Vladeck of American University.

"Exceptional Courts in Other Places: Comparative Experiences," chaired by Law School Professor Fred Morrison, featured Professor Colin Campbell of the Transitional Justice Institute, University of Ulster; Minnesota Professor Barbara Frey; and John Jackson of the University College Dublin School of Law.

Law School Professor Jennie Green chaired the discussion by Professor Steven Greer of the U.K.'s Bristol Law School, Professor Yuval Shany of Hebrew University, Law School Professor David Weissbrodt, and Jamie Williamson of the International Committee of the Red Cross. The session was entitled "International Exceptionalism and What International Law Demands of Courts."

October 23 sessions began with a discussion of comparative experiences by Professor Andrea Pető of Hungary's Central European University, Professor Kent Roach of Toronto Law School, Minnesota Professor Kathryn Sikkink, and Professor Clive Walker of the U.K.'s Leeds Law School.

The final session, "The Rule of Law, Lawyers, and Thinking Forward," featured Dr. Sarah Mendelson of the Center for Strategic & International Studies, Law School Professor and conference organizer Fionnuala Ní Aoláin, and Rebecca Snyder ('98) of the Navy-Marine Corps Appellate Defense Division.

The conference was sponsored by the Robina Foundation, the Office of International Programs, and the Law School in conjunction with the University of Ulster's Transitional Justice Institute.

AT THE LAW SCHOOL

Roundtable Takes Hard Look at Human Trafficking



Prof. Michele Goodwin leading discussion on human trafficking



Prof. Maria Grahn-Farley, Albany Law School, delivering address on trafficking and children

> Experts in human trafficking, international criminal law, international children's issues, victimized populations, and other human rights fields assembled at the Law School on April 2 for the 2010 International Roundtable on Human Trafficking, the first in a human trafficking series organized by Michele Bratcher Goodwin, Everett Fraser Professor of Law. Goodwin, convenor of the roundtable, also holds joint appointments at the University of Minnesota Medical School and School of Public Health and is a prolific author and researcher on such issues as reproductive law, medical tourism, organ transplantation, law and status, and socioeconomics in medicine.

Roundtable participants engaged students, scholars, legal practitioners, and community members in dynamic discussions about a variety of issues, including international drug and sex trafficking, trafficking of human tissues, and the dark side of adoption. Some participants also shared moving personal experiences. Luz E. Nagle, Stetson University College of Law, for example, told of surviving assassination attempts as a judge in Columbia, and David M. Smolin, Cumberland School of Law, described the painful discovery that his adoptive daughters had been trafficked—essentially stolen from their mother in India.

Legal practitioners who work with

trafficking victims and survivors in Minnesota, including Beatriz Menanteau from the Women's Human Rights Program of The Advocates for Human Rights and Linda Miller from Civil Society, highlighted obstacles to justice in local trafficking cases. In attendance were local women who had once been trafficked—a testament to their endurance and perseverance as well as a unique opportunity to put a face on human trafficking in Minnesota.

Sara Dillon, Suffolk University Law School, articulated the effects of sex trafficking on women and children. Maria Grahn-Farley, Albany Law School, argued for legal alternatives to current legislation that targets trafficking victims, and Song Richardson, DePaul University College of Law, led participants in crafting new definitions and ways of reconciling the language of trafficking.

Harriet A. Washington, author of the award-winning *Medical Apartheid: The Dark History of Medical Experimentation on Black Americans from Colonial Times to the Present*, made historical connections to the racially skewed medical demand for human tissues and current problems in medical research. In addition, Emma Christopher, Australian Research Fellow at the University of Sydney and Gilder Lehrman Fellow at Yale University, offered

a historical perspective of current human trafficking issues by tracing the effects of the transatlantic slave trade on modern-day African families.

The roundtable concluded with a discussion of troubling racial imagery—caricatured depictions of dark-skinned blacks with exaggerated eyes and lips and over-sexualized women—in a photo exhibit of items being sold to tourists in the Cuban marketplace.

The international human trafficking series intends to address what the Obama administration calls "the fight against human trafficking" (see www.state.gov/secretary/rm/2009a/06/125009.htm) by examining trafficking in its many manifestations. Members of the scientific committee involved with the series are Professors Song Richardson, DePaul University College of Law; Elizabeth Sussekund, Catholic University of Rio de Janeiro; Dorothy A. Brown, Emory University Law School; Glenn Cohen, Harvard Law School; Abbe Gluck, Columbia University Law School; and Mary Summerling, Weill Cornell Medical College.

The next meeting will be in Brazil in May 2010, with Professor Goodwin leading a discussion on international organ trafficking issues. The series is supported in part by a grant from the Robina Foundation.

By Nicole D'Sasser Watson (LIT)



One of several photographs by Prof. Michele Goodwin capturing images of typical racialized craft items promoted widely to tourists in Cuba >

B. Progress on Curriculum and Teaching

Overview

As outlined in our last annual report, the Law School has launched a new Lawyering Program with a three-stage pedagogical model for integrating the teaching of doctrine, legal skills, values, professional identity and role, and ethics.

Stage 1 incorporates new courses and new course components on Legal Writing, Statutory Interpretation, Professional Responsibility, and Practice and Professionalism (formerly "Work of the Lawyer"). Together, these courses and course components introduce basic concepts and skills to first-year students and lay a foundation for the full integration of theory and practice.

Stage 2 expands students' opportunities to explore areas of interest and exercise independent judgment. Through externships, pro bono opportunities, and a wide array of courses, students build on what they have learned in the first year, but also confront new professional challenges. Students are introduced to actual clients and the concomitant responsibility of making decisions with real consequences.

Stage 3 adds or amplifies the elements of collaboration, public engagement, social responsibility, and interdisciplinary coordination. Students at this stage have the opportunity to enroll in a clinic, capstone course, or other experiential learning opportunity.

Specific Reforms

During the first year of the LaPPS program, the Law School 1) introduced electives on international law, corporate law, and perspectives on the law into the first year curriculum; 2) piloted Practice & Professionalism with a small group of first-year students; 3) integrated the teaching of professional responsibility into the first year; and 4) added a module on statutory interpretation into the Legal Writing curriculum. This year, the Law School refined many of the new initiatives launched last year and made three major changes:

1. *Practice and Professionalism.* Practice and Professionalism (formerly "Work of the Lawyer") became a required first-year, three-credit course. Minnesota is alone among the top-tier law schools to offer an experiential first-year course with a transactional or non-litigation focus that complements (rather than replaces) the usual legal methods curriculum. Students explore conceptual frameworks for lawyers' professional roles and also meet weekly in groups of ten to develop lawyering skills through simulation exercises. These simulations are conducted by practicing attorneys serving as adjunct faculty.

2. *Capstones.* This year, the Law School launched three highly successful Robina-supported capstone courses (and two new "policy clinics," discussed below). One capstone integrated employment law skills, labor law doctrine, and ethics through a complex and highly detailed simulation created with a national advisory committee of law professors and labor and employment attorneys selected by the American Bar Association; the course serves as a model for a national collaborative project with the ABA Section on Labor and Employment

Law. Another capstone engaged students in a multidisciplinary examination of issues surrounding the redevelopment of "brownfield" properties (i.e., real property that has been subject to contamination) through simulations, drafting exercises, and field trips; in addition, each student was paired with both an attorney and an environmental consultant working on brownfields remediation issues. The third capstone turned students into the general counsel of a hypothetical medical device company confronted with a series of unexpected problems (e.g., the arrival of mock federal agents to serve grand jury subpoenas on company executives). All three capstones addressed complex law and policy issues and used a combination of simulation, interdisciplinary team-teaching, and discussion methodologies to offer a unique learning experience. Students almost uniformly found the capstones to be among the best, and the most challenging, learning experiences they have ever had. A more detailed description of the capstones and policy clinics appears in Appendix II, a report prepared by the capstone faculty for discussion with the full faculty.

3. Clinics. The Law School also launched this year two new "policy clinics." Unlike conventional clinics, which typically involve direct representation of clients in courts and other fora, the policy clinics focus on policy-oriented project work for public or nonprofit entities. These courses were treated as clinics rather than capstones because the primary learning experience comes through real-world interaction with policy makers rather than simulations. One clinic focused on domestic violence, the other on zoning and land use issues.

In addition, the Law School this year launched its new Robina-supported Human Rights Clinic. Clinic students worked on a range of projects: 1) an amicus curiae brief in an appeal to the U.S. Court of Appeals for the District of Columbia in *Doe v. Exxon*, a major national human rights case; 2) representation of immigrants at deportation proceedings in Immigration Court in Bloomington, Minnesota; 3) work with Advocates for Human Rights and the Center for Victims of Torture to investigate legal remedies for immigrants in detention in Minnesota; 4) a Violence Against Women Act petition for a Chinese immigrant to remain in the United States after her marriage to a U.S. citizen became abusive; and 5) advocacy to the United Nations for increased funding for victims of sexual violence following the January 2010 earthquake in Haiti.

C. Progress on Student Internships and Post-JD Fellowships

This year the Law School funded ten Robina Human Rights internships and seven Robina Public Policy internships. We believe there is no more effective way to inspire law students to undertake a career in public service than to give them a taste of public policy and/or human rights work. Also, such practical experiences give students the contacts and first-hand knowledge so important for career and public service opportunities. Offering these internships and fellowships provides a form of experiential learning that meshes with the LaPPS emphasis on training the next generation of leaders with the skills to address complex public policy problems. Appendix III describes the individual internships and host organizations.

In addition, the Law School launched a new, post-J.D. fellowship program. This program was designed to assist recent Law School graduates to gain practical experience working at a non-profit organization or a government agency on public policy issues. Each fellowship carried a \$5000 stipend. We placed 37 students from the class of 2009 who were unable to find

permanent employment on graduation. We anticipated that the fellowships would provide valuable experience to the students and valuable assistance to the nonprofits and the community. Moreover, we hoped the fellowships would provide a bridge to more permanent employment. We allocated \$185,000 of Robina internship funding for this purpose. The program was deeply appreciated by the graduates and the organizations they served. Appendix IV identifies the participating organizations and indicates whether the graduates were able to find full-time employment following the conclusion of their fellowships. To date, approximately 2/3 of the 37 students have found such employment.

We have just begun accepting applications for these fellowships and expect to place roughly the same number of post-JD fellows from the class of 2010, starting this fall.

3. Unanticipated Results and Program Changes

So far, the LaPPS Program has largely taken shape as we had anticipated. Most of the curriculum reforms have been launched, the faculty research projects are all well under way, and two of the three chairs contemplated under our original proposal have been filled. Accordingly, we are very pleased with progress so far.

E.g.?
One area where we have encountered unanticipated difficulty involves the new, required Practice and Professionalism course. The course is three hours a week, divided into two tracks. Track I provides two hours per week of lawyering theory; Track II is one hour per week of adjunct-supervised simulated lawyering exercises. Students love track II but, if they do not hate, they clearly dislike Track I. In part, this stems from what has been termed the "homeless knowledge" problem. In Practice and Professionalism, students learn concepts and skills that will be put to use in largely unfamiliar settings at a later time. Even when that "later time" is just a few days later, in Track 2, they have difficulty making the connections.

Same time ratio?
To address this problem, we are making significant changes to Track I. Most importantly, we will be devoting a substantial portion of the time in the Track I class to evaluating and discussing the simulations from the preceding Track II class and to prepare students, through small group discussion and brainstorming, for the simulations in the upcoming Track II class. This should help students see the connections between the theory and practice of lawyering.

One issue that has arisen in connection with the capstone courses has been the difficulty in balancing the resource-intensive nature of the capstones with the needs of the overall curriculum. The capstones have proven to be extraordinary learning opportunities for the students and faculty who participate. Because the capstones are time-intensive for faculty, they receive 4-5 credits (40-50% of their teaching load) for what of necessity must be a small class. These constraints make it very difficult to expand significantly the number of capstones offered. We are exploring ways to shift some of the teaching load to adjuncts (who already play a major role in each capstone) but ultimately more capstones will require a larger faculty.

4. Sharing Results and Findings

LaPPS specifically
In the wake of the Carnegie report, Minnesota's curriculum reforms have generated considerable interest nationally. In the first LaPPS year, the program was spotlighted at a half dozen

curriculum workshops from Seattle to Cambridge. This year, we offered a series of additional presentations to faculty from other schools, covering developments in four key areas: programmatic innovation; teaching methodologies; assessment; and infusion of professional responsibility into the curriculum. In April we hosted a curriculum and development roundtable on "Challenges in Constructing and Reconstructing Experiential Education Programs." Papers presented at the roundtable will be disseminated through multiple on-line forums in October. Sponsors of the web-based forums include the Social Science Research Network, Best Practices in Legal Education, and the University of Minnesota. In May, Professors Nancy Cook and Perry Moriearty led a session at the annual Association of American Law Schools Clinical Law Teaching Conference to encourage reflection on curricular innovation in clinical teaching. In June, Professor Laura Cooper described the labor and employment law capstone to The Labor Law Group, an international organization of labor and employment law professors. Next month, the Law School will host ten legal educators from across the country who are developing strategies for disseminating information about and cultivating best practices in law school curricular innovations. Beginning in January, this group will be training consultants in curricular development.

The faculty research projects and conferences described above will be shared through the more conventional means of publication in books and articles. In addition, some of the conference proceedings have been videotaped and made available on the Law School's web site.

5. Income and Expense Statement

The income and expense statement requested is attached to this report as Appendix V.

6. Additional Funders

Funding for the Robina research and clinical chairs combines Robina funding, Law School operations funds, and \$4 million in University of Minnesota matching funds on the timeline indicated in our original proposal and subsequent correspondence. In addition, some of the conferences referenced above have attracted modest amounts of third-party funding, as noted in our prior annual report.

* * *

As the Law School looks ahead, we hope to make LaPPS a central component of our Strategic Plan. The Law School already offers an outstanding comprehensive legal education that integrates legal theory, doctrine, and practice, and prepares students to be skilled, motivated, visionary and ethical leaders in the legal profession. As part of a land grant university, the Law School also has a long tradition of public service, through its scholarship, teaching, and outreach.

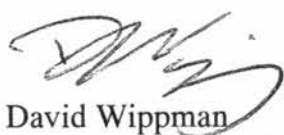
In keeping with that history, the Law School intends, by building on its existing strengths, to make signature contributions to legal education and policy formation in each of the three LaPPS areas – international law, criminal law, and law and science. We aim to do this in part by building arcs to excellence for students in each of those areas. Thus, in international law and

human rights, for example, we hope to create a continuum from recruitment to placement that will make the Law School one of the leading centers in the country for training international lawyers and human rights advocates. Specifically, the Law School will seek to attract top students interested in international law and human rights with new scholarships, provide them access to first-rate faculty and a complete range of international law and human rights courses, offer them an expanded range of international law clinics and other experiential learning opportunities, find them exciting summer internships with international businesses, law firms, and human rights organizations, and place them in international law related positions upon graduation. We hope to create similar arcs in law and science and criminal law.

As part of this transformation, we hope to expand experiential learning opportunities by adding new clinics, capstones, externships, and post-JD fellowships. By 2015, we would ideally like to be able to require every student to take at least one clinic, capstone, or externship with the longer-term objective of enabling every student to take at least two such courses. We would also like to incorporate skills-based exercises into at least half of all first-year sections. This will deepen the engagement of faculty and students in experiential learning and create a defining educational experience for our students.

Building these new arcs to excellence requires building world-class concentrations of faculty in each of the three program areas. In doing that, we can position the Law School to make fundamental and transformative contributions in each area. Among other things, we can make Minnesota a center for national and international networks of scholars interested in collaborative work on pressing social problems at the heart of each discipline.

I would be happy to provide additional detail on all of the projects described above if that would be helpful to the Board. Again, we are very grateful to Jim Binger and to the Foundation for the opportunity to launch the LaPPS Program.



David Wippman
Dean and William S. Pattee Professor of Law

Launch of Campaign?

Appendices

Hari Michele Osofsky

Washington and Lee University School of Law
Lewis Hall #4006
Lexington, Virginia 24450

(540) 458-8259 (tel)
(540) 458-8488 (fax)
osofskyh@wlu.edu (email)

Current Academic Position

Washington and Lee University School of Law, Lexington, VA 2008–Present
Associate Professor

- Teach *Property*, *Climate Change Litigation Practicum*, and *Climate Change and Environmental Law Seminar*.

Education

Yale Law School J.D., June 1998

- **Felix S. Cohen Prize** for the best student paper relating to legal philosophy
- **Khosla Memorial Fund Prize** for the student who best demonstrates an active engagement in advancing the values of human dignity in the international arena
- *Yale Law Journal*, Book Reviews Editor (Committee Coordinator)
- *Yale Human Rights and Development Law Journal*, Founder & Editor-in-Chief
- **Environmental Protection Clinic**
- **Lowenstein Human Rights Clinic**, Team Leader
- **Lowenstein International Human Rights Project**, Director

Yale College B.A., *magna cum laude*, May 1993
G.P.A. 3.76; Distinction in both majors, Philosophy and Studies in the Environment

- **Commendation from the President and Fellows of Yale College** for outstanding leadership in the service of the New Haven community
- 44 Public Speaking Honors including: 2nd Place National Team of the Year; National Championships, 6th Place Speaker; North-American Championships, 12th Place Team

University of Oregon Ph.D. Student, Geography
• Coursework and research focuses on law and geography, with specific emphases on the contours of interdisciplinary interaction and on climate change

Scholarly Writing

Books

- HARI M. OSOFSKY, WILLIAM C.G. BURNS & LESLEY K. MCALLISTER, *CLIMATE CHANGE LAW AND POLICY* (*Elective Series*) (forthcoming 2011, Aspen Publishers).
- *ADJUDICATING CLIMATE CHANGE: STATE, NATIONAL, AND INTERNATIONAL APPROACHES* (William C.G. Burns & Hari M. Osofsky, eds.) (2009, Cambridge University Press).

Articles

- Hari M. Osofsky, *Diagonal Federalism and Climate Change: Implications for the Obama Administration*, __ ALABAMA L. REV. __ (forthcoming 2010).
- Hari M. Osofsky, *Is Climate Change "International"?: Litigation's Diagonal Regulatory Role*, 49 VA. J. INT'L L. 585 (2009).
- Hari M. Osofsky, *The Geography of Justice Wormholes: Dilemmas from Property and Criminal Law*, 53 VILLANOVA L. REV. 117 (2008).
- Hari M. Osofsky, *The Geography of Climate Change Litigation Part II: Narratives of Massachusetts v. EPA*, 8 CHICAGO J. INT'L L. 573 (2008) (**awarded the Daniel B. Luten Award for the best paper by a professional geographer by the Energy and Environment Specialty Group of the Association of American Geographers**) (selected for the AALS-ASIL 2007 Joint Conference on International Law, Works-in-Progress Session).

- Hari M. Osofsky, *Climate Change Litigation as Pluralist Legal Dialogue?*, 26 STANFORD ENVTL. L.J. & 43 STANFORD J. INT'L L. 181 (2007) (Joint Issue) (Selected for Stanford Climate Symposium) (**runner-up for *Land Use and Environment Law Review*'s compilation of the top land use and environmental law articles of 2007**).
- Hari M. Osofsky, *The Geography of Climate Change Litigation: Implications for Transnational Regulatory Governance*, 83 WASH. U. L.Q. 1789 (2005) (actual publication in 2006) (**runner-up for *Land Use and Environment Law Review*'s compilation of the top land use and environmental law articles of 2006**).
- Hari M. Osofsky, *Learning from Environmental Justice: A New Model for International Environmental Rights*, 24 STANFORD ENVTL. L.J. 71 (2005).

Essays

- Hari M. Osofsky, *Climate Change and Environmental Justice: Reflections on Litigation over Oil Extraction and Rights Violations in Nigeria*, 2 JOURNAL OF HUMAN RIGHTS AND THE ENVIRONMENT __ (forthcoming 2010) (solicited; accepted through peer review process).
- Hari M. Osofsky, *The Continuing Importance of Climate Change Litigation*, __ CLIMATE LAW __ (forthcoming 2010) (solicited; accepted through peer review process as lead article of inaugural journal issue).
- Hari M. Osofsky & Janet Koven Levit, *The Scale of Networks: Local Climate Change Coalitions*, 8 CHICAGO J. INT'L L. 409 (2008).
- Hari M. Osofsky, *A Law and Geography Perspective on the New Haven School*, 32 YALE J. INT'L L. 421 (2007) (selected for *Yale Journal of International Law Young Scholars Conference*).

Book Chapters and Shorter Symposium Articles

- Hari M. Osofsky, *Dispute Resolution Processes*, in INTERNATIONAL LAW IN THE ERA OF CLIMATE CHANGE (Rosemary Rayfuse & Shirley V. Scott, eds.) (forthcoming 2011, Edward Elgar).
- Hari M. Osofsky, *Multiscalar Governance and Climate Change: Reflections on the Role of States and Cities at Copenhagen*, __ MARYLAND J. INT'L L. __ (forthcoming 2010).
- Hari M. Osofsky, *The Future of Environmental Law and Complexities of Scale: Federalism Experiments with Climate Change under the Clean Air Act*, __ WASH. U. J.L. & POL'Y __ (forthcoming 2010).
- Hari M. Osofsky & Janet Koven Levit, *Local Climate Regulation: Challenges at the Public/Private Intersection*, in THE PUBLIC NATURE OF PRIVATE PROPERTY (Robin Paul Malloy & Michael Diamond, eds.) (forthcoming 2010, Ashgate Publishing).
- Hari M. Osofsky, *Scaling "Local": The Implications of Greenhouse Gas Regulation in San Bernardino County*, 30 MICH. J. INT'L L. 689 (2009).
- Hari M. Osofsky, *The Intersection of Scale, Science, and Law in Massachusetts v. EPA*, 9 OREGON R. INT'L L. 233 (2007) (actual publication 2008) (Symposium Issue) (reprinted in ADJUDICATING CLIMATE CHANGE: STATE, NATIONAL, AND INTERNATIONAL APPROACHES (William C.G. Burns & Hari M. Osofsky, eds.) (2009, Cambridge University Press)).
- Hari M. Osofsky, *The Right to Frozen Water: The Institutional Spaces for Supranational Climate Change Petitions*, in PROGRESS IN INTERNATIONAL INSTITUTIONS: CONFRONTING THE 21ST CENTURY (Rebecca Bratspies and Russell Miller, eds.) (2008, Martinus Nijhoff).
- Hari M. Osofsky, *Climate Change Legislation in Context*, 102 NW. U. L. REV. COLLOQUY 245 (2008).

- Hari M. Osofsky, *Local Approaches to Transnational Corporate Responsibility: Mapping the Role of Sub-National Climate Change Litigation*, 20 PAC. MCGEORGE GLOBAL BUS. & DEV. L.J. 143 (2007) (Symposium Issue).
- Hari M. Osofsky, *The Inuit Petition as a Bridge?: Beyond Dialectics of Climate Change and Indigenous Peoples' Rights*, 31 AM. INDIAN L. REV. 675 (2007) (Symposium Issue) (reprinted in ADJUDICATING CLIMATE CHANGE: STATE, NATIONAL, AND INTERNATIONAL APPROACHES (William C.G. Burns & Hari M. Osofsky, eds.) (2009, Cambridge University Press)).
- Hari M. Osofsky, *The Geography of the North American Commission for Environmental Cooperation's Citizen Submissions Process: Mapping the State-Corporate Regulatory Dynamic*, 14 MICH. ST. J. INT'L L. 463 (2006).
- Hari M. Osofsky, *Defining Sustainable Development After Earth Summit 2002*, 26 LOYOLA L.A. INT'L & COMP. 111 (2003).

Works in Progress

- HARI M. OSOFSKY, SCALES OF LAW: RETHINKING CLIMATE CHANGE, TERRORISM, AND THE GLOBAL FINANCIAL CRISIS (Prospective Monograph) (selected for New Voices Presentation at American Society of International Law 2009 Annual Meeting).
- Hari M. Osofsky, *Multi-Dimensional Environmental Federalism: A Law and Geography Approach* (Prospective Article).
- Hari M. Osofsky, *Geoengineering Climate Change? A Proposal for a Legal Framework* (Prospective Article).
- Hari M. Osofsky, *Rescaling Energy Regulation through Litigation: Issues of Fixity and Fluidity* (invited to submit full draft based on abstract submission to *Annals of the Association of American Geographers*; currently under review) (Prospective Essay).

Student Publications

- Hari M. Osofsky, *Domesticating International Criminal Law: Providing Justice Against Severe Human Rights Violators*, 107 YALE L.J. 191 (1997) (Student Note) (reprinted in LIBRARY OF ESSAYS IN INTERNATIONAL LAW: JURISDICTION IN INTERNATIONAL LAW (1999)).
- Hari M. Osofsky, *Environmental Human Rights Under the Alien Tort Claims Act: Redress for Indigenous Victims of Multinational Corporations*, 20 SUFFOLK TRANSNAT'L L. REV. 335 (1997).
- Hari M. Osofsky, *Foreign Sovereign Immunity from Severe Human Rights Violations: New Directions for Common Law Based Approaches*, 11 NEW YORK INT'L L. REV. 35 (1997).

Other Writing

- HARI M. OSOFSKY, SCORPION SOUP, SOCIAL CHANGE, AND 9-11: MY YEAR OF EATING DANGEROUSLY IN GUANGZHOU (Prospective Book) (Work in Progress).
- Blogger, IntLawGrrls, <http://intlawgrrls.blogspot.com/> (2007–Present).
- Hari M. Osofsky, *A Win for Oregon As Well As the Law*, THE OREGONIAN, April 5, 2007 (Opinion-Editorial).
- Hari M. Osofsky, *Transporting Climate Change: The Local Dimensions of a Global Environmental Problem*, THE NEXT AMERICAN CITY (2006).
- Hari M. Osofsky, *Katrina Disaster Exposes Environmental Injustice*, THE REGISTER-GUARD, Sept. 7, 2005 (Opinion-Editorial).

- Hari M. Osofsky, *Commentary on How to Harmonize Community Autonomy and Administrative Responsibility in Environmental Decision-Making: Environmental Hearing Institutions in Wuhan*, 24 TEMPLE ENV. L. & TECH. J. 225 (2005).
- 2 HUMAN RIGHTS DIALOGUE 11 (Joanne Bauer & Hari M. Osofsky, eds.) (Carnegie Council on Ethics and International Affairs, 2004).
- Hari M. Osofsky, *Environmental Rights Enforcement in U.S. Courts*, HUMAN RIGHTS DIALOGUE (2004).
- Hari M. Osofsky, *Understanding "Hostage Diplomacy": The Release of Wei Jingsheng and Wang Dan*, YALE HUM. RTS. & DEVEL. L.J. (1998) (New Development).
- Hari M. Osofsky, *On-Site Reflections of China's Hong Kong Takeover*, THE TIMES-PICAYUNE, at B-7, July 17, 1997 (Opinion-Editorial).

Previous Academic Positions

University of Oregon School of Law, Eugene, OR 2005–2008
Assistant Professor (2006–2008); Visiting Assistant Professor (2005–06)

- Taught *Property, Climate Change Litigation, Environmental Justice, International Law, and International Trade & Investment*.

Whittier Law School, Costa Mesa, CA 2003–2006

Assistant Professor and Director, Center for International and Comparative Law

- Taught *Advanced Topics in International Law, Chinese Law, Environmental Justice, International Environmental Law, and International Law*.

Carnegie Council for Ethics and International Affairs, New York, NY 2003–04

Fellow (Non-Residential)

- Research Project: *Learning from Environmental Justice: A New Model for International Environmental Rights*

Vermont Law School, South Royalton, VT Summer 2003; Fall 2002

Visiting Assistant Professor; Summer Faculty

- Taught *Environmental Ethics and International and Comparative Environmental Law*.

Loyola Law School, Los Angeles, CA Spring 2003

Adjunct Professor

- Taught *Chinese Law*.

Sun Yat-sen (Zhongshan) University School of Law, Guangzhou, China 2001–02

Visiting Scholar; Yale-China Legal Education Fellow; China Law Center Fellow

- Taught *U.S. Civil Rights Law*, developed and co-taught *Colloquium on Clinic Construction and Lawyering Skills* and *Labor Law Clinic*, and researched comparative clinical education.

Yale College of Arts and Sciences, New Haven, CT Spring 1998

Visiting Lecturer

- Taught Residential College Seminar, *Human Rights and the Environment*.

Other Professional Experience

Center for Law in the Public Interest, Los Angeles, CA 1999–2001

Fellow engaged in public interest impact litigation, with an emphasis on environmental justice.

Judge Dorothy W. Nelson, 9th Circuit Court of Appeals, Pasadena, CA 1998–99

Law Clerk

Professor Daniel C. Esty, Yale Law School, New Haven, CT 1997–1998

Research Assistant on international environmental law topics

Teaching Assistant for *Environmental Law and Policy*

Professor Judith Resnik, Yale Law School, New Haven, CT Research Assistant on federalism and complex civil litigation topics Teaching Assistant for <i>Procedure</i>	Fall, 1997
United States Department of State, Washington, D.C. Summer Legal Intern, Office of the Legal Adviser, Political-Military Affairs	Summer, 1997
Hong Kong Human Rights Monitor, Hong Kong Summer Intern monitoring human rights during the governmental transition	Summer, 1997
Global Environment and Trade Study (GETS), New Haven, CT Assistant Director for Programs	1995–97
Professor W. Michael Reisman, Yale Law School, New Haven, CT Research Assistant on international law topics	Spring, 1997
Redress Trust, London, England Intern at Redress Trust researching comparative foreign sovereign immunity	Summer, 1996
FIELD, London, England Intern at the Foundation for International Environmental Law and Development (FIELD) researching trade and environment issues	Summer, 1996
Supportive Children's Advocacy Network (SCAN), New York, NY Part-time Development Assistant to Executive Director	1994–1995
New York City Department of General Services, New York, NY Urban Fellow working on the agency's Quality Management Initiative	1993–1994

Professional Leadership Positions and Other Honors

-
- Association for Law, Property, and Society: Inaugural Treasurer (2010–Present)
 - Association of American Law Schools, Section on International Law: Executive Committee (2009–Present); Section on Property Law: Executive Committee (2006, 2010–Present)
 - American Society of International Law: 2010 Annual Meeting, Co-Chair; 2008 Annual Meeting, Program Committee Member; Rights of Indigenous Peoples Interest Group, Co-Chair (2006–2008)
 - *Climate Law* (peer-reviewed journal published by IOS Press), Editorial Board Member (2009–Present)
 - International Law Association: Committee on the Legal Principles of Climate Change, Member (2009–Present); American Branch—International Law Weekend, Conference Co-Chair (2007 Conference), Organizing Committee Member (2006 Conference); International Law Weekend – West, Conference Co-Chair (2005 Conference); Organizing Committee Member (2007 Conference, 2003 Conference)
 - *Journal of Environmental Law and Litigation*: National Advisory Board member (2009–Present)
 - Junior International Law Scholars Association: Co-Organizer (2005–2007)
 - Reviewer for Aspen Publishers, Cambridge University Press, MIT Press, Sinauer Associates, *Stanford Law Review*, and Stanford University Press
 - Society of American Law Teachers (SALT), Board of Governors (2010–Present)
 - *Vulnerable Populations and Economic Realities* (Volume forthcoming with Carolina Academic Press), Editorial Board Member (2010–Present)

Other Professional Affiliations and Service

Affiliations

- Admitted to practice before the State Courts of California, the U.S. District Court of the Central District of California, and the U.S. Court of Appeals for the Ninth Circuit.
- Memberships in American Bar Association, American Society of International Law, Association of American Geographers, International Law Association–American Branch, Law and Society Association, Society of American Law Teachers

Public Service

- Climate Legacy Initiative, Consultants Working Group (2008–Present)
- Supervisor of Class Contributions by Climate Change Litigation Practicum and Climate Change and Environmental Law Seminar to Southern Environmental Law Center (2008–Present)
- Woods Creek Montessori Board of Directors (2009–present)
- Advisor to the Western Environmental Law Center on Climate Change Litigation and Supervisor of Class Contributions by Climate Change Litigation seminar to them (2007–2008)
- Lead Counsel on *Amicus Curiae* Brief of International Law Professors and Other International Law Experts in Support of Plaintiffs-Appellants in *Sahu v. Union Carbide Corp.* (with Co-Counsel, Martin Wagner of Earthjustice & Daniel B. Magraw, Jr. of The Center for International Environmental Law)
- Contributor to petition on behalf of the Inuit Circumpolar Conference to the Inter-American Commission on Human Rights regarding climate change
- Supervisor of Environmental Justice class contribution to Earthjustice's Annual Submission to the U.N. Human Rights Commission on Environmental Human Rights (2004–2006)

Law School and University Service

- Washington and Lee University Sustainability Committee (2008–Present)
- Educational Planning and Curriculum Committee, Washington and Lee University School of Law (2008–Present)
- Faculty Advisor, Environmental Law Society, Washington and Lee University School of Law (2008–Present)
- Faculty Advisor, *Journal of Energy, Climate, and Environment*, Washington and Lee University School of Law (2008–Present)
- Faculty Advisor, Jewish Law Students Society, Washington and Lee University School of Law (2009–Present)
- Ad Hoc International Programs Committee, Washington and Lee University School of Law (2008–09)
- Task Force on Law School LL.M. Program, Washington and Lee University School of Law (Spring 2008)
- Curriculum Committee, University of Oregon School of Law (2006–2008)
- Co-Chair, Legal Theory Workshop, University of Oregon School of Law (2006–2008)
- Faculty Advisor, Philip C. Jessup International Law Moot Court Team (2006–2008)
- Faculty Advisor, *Journal of Environmental Law and Litigation* (2007–2008)

- Faculty Advisor, *Oregon Review of International Law* (2005–2008)
- Faculty Advisor, Minority Law Students Association (2006–2007)
- Chair, LLM Committee, Whittier Law School (2004–05)
- Curriculum Committee, Whittier Law School (2004–05)
- Chair, Center for Int'l and Comparative Law Committee, Whittier Law School (2003–05)
- Library and Technology Committee, Whittier Law School (2003–04)

Public Speaking

Scholarly Presentations

- Research Group on the Internationalisation of Law and Department of Public and International Law, University of Oslo Faculty of Law, *The Creation of International Law: An Exploration of Normative Innovation, Contextual Application, and Interpretation in a Time of Flux*, Invited Speaker (Oslo, Norway 2010) (forthcoming).
- AALS Mid-Year Meeting, Property Law, Plenary Panelist, *The Global Warming Crisis: Property Law* (New York, NY 2010) (forthcoming).
- Law and Society Association Annual Meeting, Panelist, *Multi-Level Environmental Governance* (Chicago, IL 2010) (forthcoming).
- Chapman University School of Law, *Beyond Copenhagen* Conference, Panel Member (Orange, CA 2008).
- Association of American Geographers Annual Meeting, Panel Member, (Washington, DC 2010).
- Association of Law, Property and Society Annual Meeting, Georgetown University School of Law, Panelist and Moderator (Washington, DC 2010).
- Workshop, Public International Law & Legal Theory, Washington University School of Law, Whitney R. Harris Institute for Global Legal Studies (St. Louis, MO 2010).
- Association of American Law Schools' Annual Meeting, Panelist, (New Orleans, LA 2010).
- Faculty Workshop Presentation, UNC School of Law (Chapel Hill, NC 2009).
- Europa Institute Seminar, *Climate Change in the Courts*, University of Edinburgh School of Law, Presenter (Edinburgh, UK 2009).
- Brodies Environmental Law Lecture, Presenter, University of Edinburgh School of Law, Presenter (Edinburgh, UK 2009).
- UC Davis School of Law, *Clean Tech in the New "Environmental Environment"* Symposium, Presenter (Davis, CA 2009).
- International Law Weekend, Presenter (New York, NY 2009).
- University of Maryland School of Law, *Global Law and Multilateral Law: Evolving Conceptions of International Law and Governance* Conference, Presenter (Baltimore, MD 2009).
- Yale Law School, 2009 Alumni Weekend, *The Regulatory Debate: Whether, What, and How? Presenter, Does Clean and Green Require Mean? New Directions in Energy and Environmental Regulation* (New Haven, CT 2009).

- The ESIL-ASIL Research Forum, *Changing Futures: Science and International Law*, University of Helsinki, Presenter (Helsinki, Finland 2009).
- Faculty Workshop Presentation, Boston College Law School (Boston, MA 2009).
- *Journal of Environmental Law and Litigation*, Symposium, *Advocating for an Environment of Equality: Legal and Ethical Duties in a Changing Climate*, Presenter (Eugene, OR 2007) (remote presentation).
- George Washington University Law School, International and Comparative Law Colloquium, Presenter (Washington, DC 2009).
- Distinguished Lecture Series, Human Rights and National Security Law Program, William and Mary Law School, Presenter (Williamsburg, VA 2009).
- University of Colorado, New Thinking about Climate Change Law and Policy Works-in-Progress Symposium, Presenter (Boulder, CO 2009).
- Southeastern Association of Law Schools 61st Annual Meeting, *Climate Policy in a New Administration*, Presenter (Palm Beach, FL 2009).
- University of Colorado Property Works in Progress Conference, Presenter (Boulder, CO 2009).
- Law and Society Association Annual Meeting, Panelist, *Rethinking Transnational Environmental Governance* (Denver, CO 2009).
- Speaker Series, Whittier Law School, Presenter (Costa Mesa, CA 2009).
- American Society of International Law 2009 Annual Meeting, New Voices Presentation (Washington, D.C. 2009).
- *Washington University Journal of Law & Policy*, Symposium on New Directions in Environmental Law, Presenter (St. Louis, MO 2009).
- Washington and Lee University School of Law, *Journal of Energy, Climate, and Environment*, Symposium, *Climate Policy for the Obama Administration*, Presenter and Symposium Advisor (Lexington, VA 2009).
- Junior International Law Scholars Conference, Temple Law School, Presenter (Philadelphia, PA 2009).
- Faculty Workshop Presentation, Villanova University School of Law (Villanova, PA 2009).
- *Michigan Journal of International Law*, Symposium on Territory Without Boundaries, Presenter (Ann Arbor, MI 2009).
- Faculty Workshop Presentation and Student Certificate Program Presentation, Florida State University College of Law (Tallahassee, FL 2009).
- Tel Aviv University Faculty of Law, Environmental Law Workshop, Presenter (Tel Aviv, Israel 2009).
- Georgetown University School of Law and the Center on Property, Citizenship, and Social Entrepreneurism at Syracuse University College of Law, Workshop on the Public Nature of Private Property, Presenter (Washington, DC 2008).
- Georgetown University School of Law, International Legal Theory Colloquium, Presenter (Washington, DC 2008).
- Washington University School of Law, Whitney R. Harris Institute for Global Legal Studies, *International Climate Change: Post-Kyoto Challenges*, Presenter (St. Louis, MO 2008).

- Southeastern Association of Law Schools 61st Annual Meeting, *Climate Change Litigation*, Presenter (Palm Beach, FL 2008).
- University of Colorado Property Works in Progress Conference, Presenter (Boulder, CO 2008).
- May Gathering, University of Virginia Law School, Presenter (Charlottesville, VA 2008).
- University of California Hastings College of the Law, Monterey Institute of International Studies, *Surviving Climate Change: Adaptation and Innovation*, Presenter (San Francisco, CA 2008).
- Association for the Study of Law, Culture, and the Humanities, Panelist, *Imagining Rights in the Era of Globalization*; Presenter, *Justice and the Geographical Imagination I* (San Francisco, CA 2008).
- Faculty Workshop Presentation, Chapman University School of Law FIRST Series (Orange, CA 2008).
- *Oregon Review of International Law*, Symposium, *Multi-Scalar Civil Society?: Legal Pluralism and Inequality*, Presenter and Symposium Advisor (Eugene, OR 2008).
- Faculty Workshop Presentation, University of Iowa College of Law (Iowa City, IA 2008).
- Workshop, Public International Law & Legal Theory, Washington University School of Law, Whitney R. Harris Institute for Global Legal Studies (St. Louis, MO 2008).
- Association of American Law Schools' Annual Meeting, Panelist, *Section on Women Concurrent Session: Globalization* (New York, NY 2008).
- *Duke Environmental Law and Policy Forum* Symposium, *A Charged Atmosphere: The Future of US Policy on Global Warming*, Presenter (Durham, North Carolina 2007).
- *New York University's Environmental Law Society and Law Students for Human Rights* Symposium, *A Climate for Justice: Equity Imperatives in the Legal Responses to Climate Change*, Presenter (New York, New York 2007).
- International Law Weekend, Moderator, Plenary Panel, *The Appropriate Role of International Law in Addressing Climate Change*; Participant, *Roundtable on Interdisciplinary Approaches to International Law* (New York, NY 2007).
- *Journal of Environmental Law and Litigation*, Symposium, *Combating Climate Change on the Regional Level: West Coast Policy and Litigation*, Presenter and Symposium Advisor (Eugene, OR 2007).
- Faculty Colloquium Presentation, Lewis & Clark Law School (Portland, OR 2007).
- LatCrit XII, Panel Member, *Appearances and Realities of Power Across Scales: Dilemmas of Categorization* (Miami, FL 2007).
- Faculty Colloquium Presentation, Indiana University School of Law – Bloomington (Bloomington, ID 2007).
- Willamette Valley Junior Scholars Workshop, Presenter, Commentator, and Co-Organizer (Eugene, OR 2007).
- Law and Society Association Annual Meeting, Panelist, *Framing Regulatory Problems as Human Rights Issues and International and Comparative Law Approaches to Indigenous Peoples' Rights* (Berlin, Germany 2007).

- American Association of Law Schools and American Society of International Law, Joint Meeting on International Law, Work-in-Progress Presentation (Vancouver, BC 2007).
- University of Colorado Property Works in Progress Conference, Presenter (Boulder, CO 2007).
- The Third World and International Law Conference, Albany Law School, Presenter (Albany, NY 2007).
- Association of American Geographers Annual Meeting, Panel Member, *Questioning Scale—Politics and the Pursuit of Energy Sustainability at the State and Local Levels: Options, Politics, and Results* (San Francisco, CA 2007).
- American Society of International Law 2007 Annual Meeting, Panel Member, *Feeling the Heat?: Climate Change Litigation in the 21st Century* (Washington, D.C. 2007).
- Association for the Study of Law, Culture, and the Humanities, Moderator and Panelist, *Roundtable on Law, Geography, and Culture: Perspectives on Place, Space, and Scale* (Washington, D.C. 2007).
- *Oregon Review of International Law*, Symposium, *Complexities of Scale: The Role of the Subnational in International Law*, Presenter and Symposium Advisor (Eugene, OR 2007).
- *Yale Journal of International Law* Young Scholars Conference, Presenter, *A Law and Geography Perspective on the New Haven School* (New Haven, CT 2007).
- Work-in-Progress Presentation, Junior International Law Scholars Roundtable at Yale Law School (New Haven, CT 2007).
- University of Idaho College of Law, International Law Symposium, Free Trade or Fair: The Softwood Lumber Dispute and Beyond, Panel Member (Coeur d'Alene, ID 2007).
- UC Davis School of Law, *Journal of International Law & Policy* Symposium, *The Evolution of Colonialism in a Global Economy*, Panelist, *Neocolonialism* (Davis, CA 2007).
- Faculty Workshop Presentation, UC Davis School of Law (Davis, CA 2007).
- Stanford Climate Symposium, Panelist, *Climate Change and International Human Rights* (Palo Alto, CA 2007).
- Willamette Valley Junior Scholars Workshop, Presenter (Salem, OR 2007).
- International Law Weekend – West, Panel Chair and Participant, *Law, Geography, and Sovereignty* (Santa Clara, CA 2007).
- Association of American Law Schools' Annual Meeting, Hot Topics Panel, *The Significance of Climate Change Litigation: Massachusetts v. EPA and Other New Developments*, Moderator and Panelist (Washington, DC 2007).
- 2006 Berlin Conference on the Human Dimensions of Global Environmental Change, *Resource Policies: Effectiveness, Efficiency, and Equity*, Presenter (Berlin, Germany 2006).
- Northwest Tribal Water Rights Annual Conference, Panelist, *International Advocacy Initiatives from the Grass Roots* (Eugene, OR 2006).
- International Law Weekend, Panel Member, *State Courts and Transnational Decision-Making: The Road Ahead*; Roundtable Moderator and Participant, *Roundtable on International Law and Geography: Cross-Cutting Issues of Sovereignty, Identity, and Equity* (New York, NY 2006).
- LatCrit XI, Panel Member, *Globalization and Indigenous Peoples, Part 2: Possibilities for Progress* (Las Vegas, NV 2006).

- Faculty Workshop Presentation, Arizona State University College of Law (Tempe, AZ 2006).
- Faculty Workshop Presentation, University of Houston Law Center (Houston, TX 2006).
- American Society of International Law 2006 Annual Meeting, Rights of Indigenous Peoples and International Environmental Law Interest Groups, Panel Member, *Adjudicating Climate Change: International Approaches and Its Implications for the Interests of Indigenous Peoples* (Washington, D.C. 2006).
- Work-in-Progress Presentation, Junior International Law Scholars Roundtable (Washington, D.C. 2006).
- University of Idaho College of Law, International Law Symposium, Indigenous Peoples and International Human Rights Law: Lands, Liberties, and Legacies, Panel Member, *Legacies and Cultural Resources* (Coeur d'Alene, ID 2006).
- Association of American Geographers Annual Meeting, Panel Member, *Nature, Science and Law: Legal Geographies of Nature* (Chicago, IL 2006).
- Pacific/McGeorge Center for Global Business and Development, The Business of Climate Change: Post-Gleneagles, Post-Vientiane, and Post-Kyoto Challenges and Opportunities for Multinational Business Enterprises, Presenter (Sacramento, CA 2006).
- Association of American Law Schools' Annual Meeting, Workshop on Integrating Transnational Legal Perspectives Into the First Year Curriculum, Panel Member, *Property Session* (Washington, DC 2006).
- International Law Weekend, Panel Member, *Adjudicative Approaches to Climate Change* (New York, NY 2005).
- LatCrit X, Panel Member, *Human Rights, Sovereignty, Violence & Religion* (Puerto Rico 2005).
- Michigan State University College of Law, Conference on Trade and Foreign Investment in the Americas: The Impact on Indigenous Peoples and the Environment, Panel Member, *FTAs Within the Hemisphere and Their Environment and Investment Chapters—Impact on the Environment* (East Lansing, MI 2005).
- Law and Society Association Annual Meeting, Panelist, *Corporate Environmental Responsibility in the Age of Globalization* (Las Vegas, NV 2005).
- University of Idaho College of Law, International Law Symposium, Panel Member, *The Challenge of International Human Rights* (Coeur d'Alene, ID 2005).
- International Law Weekend – West, Panel Chair, *Corporate Compliance with International Law* (Costa Mesa, CA 2005).
- Junior International Law Scholars Roundtable, Moderator, *Is the Public/Private Divide Meaningless?* (Washington, D.C. 2004).
- Temple University Beasley School of Law, 2004 U.S.-China Environmental Law Scholars Roundtable, Commentator (Philadelphia, PA 2004).
- Carnegie Council Fellows Presentation, *Learning from Environmental Justice: A New Model for International Environmental Rights* (New York, NY 2004).
- Junior International Law Scholars Roundtable, Moderator, *Emerging Issues in Public International Law* (Washington, D.C. 2003).
- International Law Weekend, Panel Member, *Environmental Human Rights Claims under the Alien Tort Statute: Understanding Recent Setbacks* (New York, NY 2003).

- International Law Weekend – West, Panel Chair, *Sustainable Development After Earth Summit 2002* (Los Angeles, CA 2003).
- Annual Colloquium of the International Association of Legal Sciences, International Keynote Speaker, *Report on International Criminal Law: Court Enforcement of Minimum Standards* (Melbourne, Australia 2000).

Other Conference Presentations and Lectures

- Arizona State University College of Law, Sustainability Summit, Participant (Tempe, AZ 2010).
- 2008 Public Interest Environmental Law Conference: Compelling a Climate of Change, Panel Member, *Climate Change + Environmental Justice = Climate Justice* (Eugene, OR 2008).
- Fireside Presentation, *Climate Change and the Alien Tort Claims Act*, University of Oregon School of Law, Environmental and Natural Resources Law Program (Eugene, OR, 2007).
- Public Forum Discussing the Supreme Court's Ruling in *Massachusetts v. EPA*, University of Oregon School of Law, Environmental and Natural Resources Law Program and International Law Society (Eugene, OR, 2007).
- Fireside Presentation, *The Geography of Climate Change Litigation*, University of Oregon School of Law, Environmental and Natural Resources Law Program (Eugene, OR, 2006).
- Coalition Against Environmental Racism's 11th Annual Environmental Justice Conference, Keynote Lunch Speaker (Eugene, OR, 2006).
- 2006 Public Interest Environmental Law Conference: Toward A Global Public Trust, Panel Member, *Katrina and Environmental Justice & Moderator, Environmental Rights in National Constitutions* (Eugene, OR 2006).
- Business Innovation and Law 2005: Business Lawyering in the Pacific Rim Economy, Panel Member, *Overview of the Pacific Rim Business Markets and Legal Systems* (Portland, OR 2005).
- Virtual Environmental Law Guest Speaker Series, *Learning from Environmental Justice: A New Model for International Environmental Rights* (2005).
- Orange County Bar Association – International Law Section, Speaker, *New Developments in International Environmental Rights: Implications for Multinational Corporations* (Orange County, CA 2005).
- Akin, Gump, Strauss, Hauer & Feld, L.L.P., California State Bar Association Mandatory Continuing Legal Education Session, *Learning from Environmental Justice: A New Model for International Environmental Rights* (Los Angeles, CA 2004).
- Orange County Bar Association – International Law Section, Speaker, *Aftermath of the War in Iraq: Prosecution of War Crimes and Crimes Against Humanity* (Orange County, CA 2003).
- Vermont Law School, Faculty Speaker Series, *Learning from Environmental Justice: A New Model for International Environmental Rights* (South Royalton, VT 2002).
- Vermont Law School, Panel Member, *Remarks, Reflections, and Perspectives on September 11 Anniversary* (South Royalton, VT 2002).
- Yale Alumni Association of Hong Kong, *Social Change Through Legal Education: Teaching U.S. Civil Rights and Launching a Labor Law Clinic in China* (Hong Kong 2002).

- Zhongshan University, Zhuhai Campus, *Chinese Clinical Legal Education* (co-lectured with Chinese colleagues) (Zhuhai, China 2002).
- Zhongshan University, Zhuhai Campus, *American Legal Education and Clinical Legal Education* (Zhuhai, China 2002).
- Akin, Gump, Strauss, Hauer & Feld, L.L.P., California State Bar Association Mandatory Continuing Legal Education Session, *Social Change Through Active, Reflective Learning?: Clinical Legal Education in China and the United States* (Los Angeles, CA 2002).
- Guangzhou Professional Women's Association, *Social Change Through Active, Reflective Learning?: Clinical Legal Education in China and the United States* (Guangzhou, China 2002).

Radio Appearances

- Breakfast with Nancy, KOPT 1600, Monthly Program on Global Justice (2005–2006) (with Ibrahim Gassama).
- Odyssey, WBEZ/Chicago Public Radio, Guest Commentator on *Human Rights and the Environmental Movement* (2004).

SUMMARY OF "CAPSTONE" COURSES AND "POLICY CLINICS" TAUGHT IN 2009-2010

Professors:

Beverly Balos

Laura Cooper

Prentiss Cox

Ralph Hall

Alexandra Klass

We have set forth below short description of the three "capstone" courses and two "policy clinics" taught for the first time this past year at the law school. The three capstone courses (environmental law, labor and employment law, health law compliance) included an adjunct professor and/or incorporation of guest participants from the legal community, and relied heavily on a range of simulated exercises to give students practice-based experience in the substantive area taught. Two additional courses (sustainability clinic; law, public policy, and domestic violence clinic) were approved as clinics rather than capstones, as both of the courses had direct work with public or nonprofit entities in addition to readings and classroom-based discussions on the relevant legal topics. In the future, however, these types of policy clinics (where students work with clients on policy matters rather than direct representation of clients in court) will likely come under a broader definition of a "capstone" course.

The purpose of this squaretable session is to give faculty a chance to learn about the capstone courses and policy clinics offered this past year and encourage faculty to develop their own capstone courses and policy clinics for future years. In particular, the law school would like to add capstone courses in business law (a corporate start-up simulation capstone), criminal law (perhaps a policy capstone where students work with Hennepin County or the City of Minneapolis on sentencing policy issues while studying the more theoretical aspects of sentencing policy), and international law.

Law, Public Policy, and Domestic Violence – Beverly Balos

Public Policy Clinic

GENERAL DESCRIPTION AND GOALS: The course provides students the opportunity to engage in experiential learning in a range of community-based sites dedicated to addressing domestic violence locally, nationally, and internationally. Each student works in an agency on a project that will result in a written product having to do with domestic violence and public policy. The written work product is reviewed by me periodically and midway through the semester in collaboration with the participating agencies so as to ensure that the final, written project is thorough, solidly researched, well reasoned and useful to the agency. In addition to focusing on the public policy challenges with respect to domestic violence, the broader goal is to have students reflect on the lawyer's role in society as problem-solver and the law's relationship to supporting and/or challenging social values and cultural practices. The reading assignments and a two-hour weekly class component supplement and enhance the experiential learning. Students study critical theory, analyze laws and policies relating to domestic violence, and examine multi-disciplinary solutions to the range of issues underlying domestic violence. Students also have a number of opportunities to discuss those issues with experts in the field,

whom I have invited to be guest lecturers. In addition, the classroom meetings allow students to share their experiences in their respective community-based agencies with their student colleagues.

ORGANIZATION: Week 1 investigates the relationship of law to public policy. At that time each student receives an assignment to a community-based agency at which the students work collaboratively in teams of two or three students. Weeks 2 and 3 focus on critical theory so as to provide students necessary analytical tools for thinking about the causes of and the solutions to domestic violence and also situate domestic violence within society and explore the ways that the law and other institutions have historically understood what constitutes domestic violence and when and how social institutions should intervene. At this classroom meeting and subsequent ones, students prepare oral presentations about the work they are doing in the community-based agencies. Weeks 4 through 11 examine the range of challenges, constraints, and consequences of the law's response to domestic violence. The readings, as well as the guest lectures, provide students insights about the work they are doing at the community-based agencies and allow them to appreciate the broad range of unresolved and contested approaches to domestic violence. In Week 12, each team presents their written work product for the agency to the class. In Week 13, a panel of leaders from the community organizations within which the students have been working discuss the progress made in responding to domestic violence and the emerging issues and challenges that remain.

Capstone Course in Labor and Employment Law – Laura Cooper

The Capstone Course in Labor and Employment Law is a four-credit comprehensive simulation of multiple potential claims pursued and defended in diverse forums. The simulation occurs in real time outside of the classroom, while classroom sessions present practitioner-led discussion of skills appropriate to current developments in the simulation. The claims arise in a hospital setting. The problem was created with a national advisory committee of law professors from the Labor Law Group and a cross-section of labor and employment attorneys selected by the American Bar Association. The factual scenario was developed in consultation with nurses, surgeons, and professors of medicine and nursing to assure realism, and reviewed by the attorneys and law professors to assure reasonable opportunities for advocacy on all issues by all sides.

Students in the course work in four law firms representing respectively a nurse, a union, a hospital and a surgeon. Eleven others not enrolled in the course play the roles of doctors, nurses, the Director of Human Resources, the Union Business Agent and a reporter. Actual agencies (the Federal Mediation and Conciliation Service, the American Arbitration Association, the Equal Employment Opportunity Commission, the Minnesota Department of Human Rights), a mediator and arbitrators process the claims raised by the parties as they would real cases. Each of the teams has a confidential TWEN site for communications that are observed on a daily basis by the instructor. The instructor and an adjunct professor meet regularly with individuals and teams to review draft documents and team decision-making.

Practice skills experienced include legal research and writing, client interviewing and counseling, investigation, negotiation, mediation, arbitration (under both collective bargaining

agreements and individual contracts), discovery, motion practice, and representing clients in administrative proceedings. Issues of ethics and other questions of professionalism are both included deliberately in the materials and are designed to arise spontaneously from the actions and interactions of the students in their roles as attorneys. Potential substantive legal issues in the problem include Title VII (sexual harassment and gender discrimination), disability discrimination, state discrimination laws and other state statutes, ERISA, the Family and Medical Leave Act, immigration law, common law defamation, contract law, employment law, the National Labor Relations Act, and interpretation of collective bargaining agreements.

Environmental Sustainability Clinic – Prentiss Cox

The Environmental Sustainability Clinic will be divided into two separate clinics starting in 2010-2011. The Land Use Sustainability Clinic, taught by Adjunct Professor Jean Coleman, will focus on policy projects relating to zoning, water use, building requirements and other government regulation of development. In 2009-2010, the Clinic prepared a report for Saint Louis Park analyzing its zoning regulations in light of projected light rail development through the City in this coming decade. The Report highlighted areas in which the City could revise its zoning requirements to better support high-density use and low-impact transportation patterns around the intersections likely to be used for light rail stops.

The Energy Use Sustainability Clinic will pursue policy projects that support a transition to renewable energy production and reduced consumption of greenhouse gas emissions in our energy use. This past year the Clinic prepared a Report for the City of Minneapolis on the desirability of adopting a PACE program—a form of public financing and property tax assessments for homeowners who install residential renewable energy systems that started in California and Colorado and is rapidly expanding across the United States. The Report took the contrarian position that a PACE program for residential alternative energy systems was not desirability for Minneapolis right now. In 2010-2011, the Energy Use Clinic likely will pursue two projects, such as: (1) work with the City of Falcon Heights on establishing an alternative PACE program; and (2) help to develop legislation that would allow for installation of solar energy or other alternative energy systems notwithstanding aesthetic rules by home owner associations or local government zoning requirements that would prohibit such installations.

We classify these two classes as clinics rather capstones because the primary learning experience is in the interaction between the students and community members or policy-makers in the context of producing a (hopefully) useful work product. The focus of these classes, unlike a capstone, is on the “real world” product and relationships rather than simulations. On the other hand, these classes generally will not establish an attorney-client relationship with the recipients of the work product, and thus the professional relationship at the heart of traditional clinics is not present in these classes.

Health Law Compliance Capstone – Ralph Hall

This course uses a semester long, integrated simulation to emulate the practice of health law. Students, working in teams, serve as the chief counsel to a hypothetical device company. At the onset, students are provided with detailed company information, financial statements,

management structure, market information, regulatory data and product labeling. Over the semester, students are provided substantial additional material including simulated internal company correspondence, external correspondence, government actions and hypothetical events. A concerted effort is made to link specific scenarios across the semester such that students had to learn to "live with" prior decisions.

In some cases students are presented with a specific assignment (for example identify the issues with a proposed business arrangement and draft a contract to address those issues). On other occasions, the students have to independently identify and resolve the issue (for example a memo announcing a sales contract with a pediatric hospital when the product isn't approved for pediatric uses).

The course also presents students with realistic ethical issues.

This course differs from traditional courses in several key respects.

1. There are no traditional reading assignments.
2. Students are not told what laws or legal concepts are applicable to the issue at hand. Rather, at the start of the course, students are provided a general overview of health care laws and then have to identify the issues and applicable laws.
3. Students have to respond to some situations in real time. For example, mock federal agents arrived unannounced to serve grand jury subpoenas on several executives. Students have to immediately respond to this development.
4. Students are expected to arrive at practical solutions and to practice communicating with non-lawyer clients.

Environmental Law Capstone Course: Brownfields Remediation and Redevelopment – Alexandra Klass

Overview: This 5-credit capstone provides an in-depth treatment of the legal and practical issues surrounding the redevelopment of, and litigation over, underutilized real property that has been subject to environmental contamination (often called "brownfield" properties). Each section of the course includes simulated exercises, drafting exercises, and guest speakers in addition to the coverage of basic legal doctrine. Moreover, through reflection papers, a longer research paper, a field trip, the use of case studies, and a mentorship program, the course immerses students in the actual practice of environmental law in general and the law governing brownfields in particular. The first section of the course addresses the role of brownfields development in today's urban and suburban life. This section studies demographics, development patterns, environmental justice, regional land use planning, and regional governance. The second section of the course introduces and applies the law and policy of real estate transactions, real estate development, and land use to the issue of brownfields. This section includes basic real estate and development law, the creation of tax-increment financing districts, insurance coverage for contamination, government funding for redevelopment, eminent domain, the law relating to environmental review (NEPA and MEPA), and basic zoning and land use law. The last section covers the primary laws that govern the regulation of and litigation over contaminated property, namely the

Superfund laws (CERCLA and, in Minnesota, MERLA) and the common law torts of trespass, nuisance, negligence, and strict liability.

Simulations: Throughout the course, students participate in site visits; engage in mock city council and planning commission meetings; conduct expert depositions, court arguments, and negotiations; and hear from numerous guest speakers including lawyers, planners, city council members, and environmental scientists and consultants. Students also negotiate and draft real estate purchase agreements for contaminated properties and discuss issues surrounding insurance and government funding for brownfields development.

Case Study: Throughout the semester, students apply their growing body of knowledge regarding brownfields to a case study involving the litigation (the Reilly case referenced above) and later redevelopment of the land on which the U of MN Gopher Football Stadium now sits. Specifically, students engage in simulated exercises throughout the semester involving the site based on actual source documents available from an on-line document repository for the U of MN stadium development. For most simulations sessions, we conduct the simulation for the first hour of class and discuss and critique the simulation for the second hour of class. Students also write short reflection papers (1-2 pages) after the simulation that explain what they did to prepare for the simulation and what they would do differently if given the chance to do the simulation again.

Mentor Component: Throughout the semester, each student is paired with an attorney and an environmental consultant who work in the brownfields redevelopment area. Each student meets with their attorney mentor at least once, and also observes a hearing, city council meeting, business meeting, or telephone conference on a brownfields issue. Each student also meets (either alone or with other students) with an environmental consultant and takes a field trip to a brownfields site to view an environmental assessment or subsurface investigation. Each student writes a 3-5 page reflection paper on the experience prior to the last week of class and posts the paper on TWEN in order to share it and elicit questions from the rest of the class.

ROBINA HUMAN RIGHTS FELLOWSHIPS
THE HUMAN RIGHTS CENTER AT THE UNIVERSITY OF MINNESOTA LAW
SCHOOL <http://www.hrcenter.umn.edu>

The Human Rights Center is very grateful to the Robina Foundation for support to the Robina Human Rights Fellowships. The Robina Human Rights Fellowships support University of Minnesota law students to undertake practical experience in human rights organizations.

During the summer of 2010, ten Robina Human Rights Fellows have received the unique opportunity to carry out fascinating and meaningful internships in seven countries and three U.S. states: these internships will stick with students all their lives and will encourage them to pursue a career or public interest volunteer work in the field of human rights. Below are the short bios of our Robina Fellows, with the basic details of their projects.¹

Astrid Brouilliard
International Criminal Tribunal for Rwanda (ICTR)
Arusha, Tanzania

Astrid Brouilliard is a law student at the University of Minnesota going into her second year. In her first year she has volunteered with the Asylum Law Project to assist battered immigrant women and their children.

Same as Robina Fellowship?

Astrid is using her Upper Midwest Human Rights Fellowship to provide legal assistance to the International Criminal Tribunal for Rwanda, an ad hoc tribunal created by the United Nations Security Council to prosecute perpetrators of the 1994 Rwandan genocide. In this role, she is assisting the ICTR with national reconciliation and maintaining peace in the country. She has done so well with the ICTR that they have asked her to stay in Arusha for another three months to complete a best practices book for the ICTR.

Jennifer Cornell
Human Rights Center, University of Minnesota
Minneapolis, Minnesota

Jennifer Cornell attended the University of Minnesota and received a B.A. on American Indian Studies and a M.A. in Labor Policy and Public Management. She has also completed a twenty-year career as a firefighter with the Minneapolis Fire Department. During the summer of 2009 Jennifer worked at Dorsey & Whitney, LLP, preparing memorandums for trial attorneys. She has been a third year law student at the University of Minnesota.

¹ Pre-departure thank you letters from most of the Robina Fellows will be submitted to the Dean's office on Monday, August 2nd as an appendix.

Jennifer is using her Upper Midwest Human Rights Fellowship to create a Human Rights Consortium at the University of Minnesota. The goal of the Consortium will be to serve as a forum and coordination mechanism for the varied organizations, professors, and programs concerning human rights at the University of Minnesota to work together on common projects and create a sense of community.

Anne Fuchs

**Helsinki Committee for Human Rights for the Republic of Macedonia
Skopje, Macedonia**

Anne just completed her first year at the University of Minnesota Law School. During the 2010-11 academic year, she will serve as president for the Amnesty International Student Chapter. She graduated from St. Thomas University *summa cum laude*, with a Bachelor of Arts in Justice and Peace Studies and a double minor in Philosophy and History. Anne has studied in Namibia and South Africa, where she interned with the National Society for Human Rights - Namibia working to identify and rectify human rights violations. In addition, Anne studied conflict resolution in Northern Ireland and the United Kingdom.

As a Robina Human Rights Fellow, Anne will be working with the Helsinki Committee for Human Rights for the Republic of Macedonia (MHC) as a legal assistant. MHC provides legal support for human rights issues in the Balkan region and prepares reports on them.

Jordan Harlow

**Greater Boston Legal Services - Immigration Unit
Boston, Massachusetts**

Jordan received his B.A. in Psychology from McGill University in 2008. After spending his last semester in South Africa, he developed a passion for human rights that has followed him to law school at the University of Minnesota. A member of the Human Rights Trial Advocacy and Litigation Clinic and Vice-President of the International Law Society, Jordan has a strong interest in international public law and human rights. Recently, however, he has become focused on immigration law, which led him to the position he will hold over the summer at Greater Boston Legal Services (www.gbbs.org).

As a member of the Immigration Unit of Greater Boston Legal Services, Jordan will be involved in a number of immigration-related projects and casework. He will be representing clients in immigration court for standard immigration procedures, as well as human rights cases involving asylum, the Convention Against Torture, and the Violence Against Women Act. He will also be conducting research on country standards and for additional projects of the Immigration Unit.

Willy Madeira

American Refugee Committee (ARC)

Minneapolis, Minnesota

Willy Madeira is a University of Minnesota Law Student who will be entering his third year. He graduated from Bowdoin College in 2004 with a B.A. in English. Previous internships and travel opportunities have taken him to India, Kenya, and Zambia. He is proficient in three languages, Bemba, Spanish, and Swahili.

Willy will spend his Robina Fellowship working for the American Refugee Committee in Minneapolis, Minnesota. He will help to coordinate the organization's revival of its legal assistance program for its foreign worksites. The new program will target gender-based violence. In addition to the legal aid program, Willy will also work on other ARC programs, such as micro-enterprise and development.

Tatewin Means Tribal Law and Policy Institute West Hollywood, California

Tatewin Means received her B.S. in Environmental Engineering in 2002 from Stanford University. She spent the subsequent years working at the University of Minnesota Law School's Indian Child Welfare Act Clinic and the Law Offices of Leventhal & Associates. Tatewin is currently attending the University of Minnesota Law School.

During her Upper Midwest Human Rights Fellowship, Tatewin will work with the Tribal Law and Policy Institute on projects concerning violence against women and assist in the development of tribal codes and programs addressing domestic violence and stalking.

Kristin Paulson Kalika Community Hospital and GREMALTES Hospital Rasuwa, Nepal and Chennai, India

Kristin Paulson is currently attending the University of Minnesota School of Medicine earning a JD/MPH Joint Degree with the School of Public Health. At the School of Medicine, Kristin works with Dr. Valapour doing research on policy and ethics.

Kristin will use her Robina Human Rights Fellowship to work at three different nonprofit hospitals in Nepal and India, all funded and operated by foreign organizations. Kristin will shadow physicians and evaluate the services provided in order to determine what roles the hospitals play in the communities that they serve. From these experiences, Kristin will attempt to discover what level of investment will be required from the home state to replace them with domestic funding and support.

Matthew Roberts
Environmental Defender's Office of New South Wales
Lismore, Australia

Matthew Roberts is a University of Minnesota Law Student who will be graduating in May 2011. He has served on the International Moot Court, the Asylum Law Project, and the annual law student musical performance (T.O.R.T.). He was a judicial extern in summer 2009 with Minnesota's 2nd District Court.

For his Robina Fellowship, Matthew will travel to Lismore, Australia, where he will work with the Environmental Defender's Office there. He will work on casework and advocacy on major environmental issues. Owing to its unique ecosystem and history, Australia has become a major world leader in species conservation and carbon emissions standards. He expects to bring the lessons he learns in Australia back to the U.S., where he hopes to become an influential voice in the U.S. environmental law community.

Elizabeth Super
Transitional Justice Institute (TJI)
Belfast, Northern Ireland

Elizabeth Super grew up in St. Paul, Minnesota, and is currently a second-year law student at the University of Minnesota. Her interest in human rights and passion for social justice was transformed last summer while working at the Transitional Justice Institute (TJI - www.transitionaljustice.ulster.ac.uk) in Belfast, Northern Ireland, where she studied conflict resolution.

- This summer, her Robina Fellowship will assist her in continuing her work at TJI on the Inquiries Observation Project. Elizabeth will assist in researching and writing the final report evaluating the inquiries into allegations of collusion by the British Government in the deaths of three individuals in Northern Ireland during the period of conflict known as the Troubles. Elizabeth is honored to receive this Fellowship and is grateful for the opportunity to return to Northern Ireland.

Catheranne Wyly
ACLU of Minnesota
St. Paul, Minnesota

Catheranne Wyly is a student at the University of Minnesota Law School. She earned her BA in Political Science and Sociology at Beloit College. Catheranne also worked for the Central Alabama Fair Housing Center assisting in client intake and community outreach.

Catheranne will use her Robina Human Rights Fellowship to help the ACLU's efforts to assess human rights abuses in detention facilities across Minnesota. Specifically, Catheranne will assist the ACLU by conducting legal research and writing letters to

address issues of immediate need to local jails in Minnesota.

ROBINA SUMMER FELLOWS

Abigail Benson (2L)

Indian Child Welfare Act Law Center (ICWA)

Minneapolis, MN

Abigail Benson is a rising second year law student. While in law school she volunteered to provide legal assistance to immigrants as a volunteer law clerk for the Asylum Law Project. She also teaches in the Street Law Program in St. Paul, Minneapolis. This summer she is reviewing of court orders from 2009 regarding specific actions that parents must take to regain custodial rights of their children. Compare the plans to determine if they meet the actual needs of the parents.

Erin Conway (2L)

National Alliance on Mental Health (NAMI Minnesota)

St. Paul, MN

Erin Conway is a rising second year student During the winter break, she worked with Mental Health Advocacy Services in New Orleans, LA. At NAMI she is researching current issues in mental health law and how it impacts the Minnesota court system.

Nick Lienesch (3L)

Housing Preservation Project

St. Paul, MN

Nick Lienesch is a rising third year student. Last summer, he was a law clerk for Southern Minnesota Legal Services in St. Paul where he appeared in housing court and researched issues involving discrimination. This summer he is working with towns and municipalities to ensure maximum affordable housing development around the Southwest LRT line. This strategy focuses on building dialogue with officials in each of the six municipalities that the Southwest LRT will affect and getting a sense of those governments' goals for affordable housing development.

Pari McGarraugh (2L)

Minnesota Disability Law Center

Minneapolis, MN

Pari McGarraugh is a rising second year student. During the winter break, she worked on immigration issues for the Asylum Law Project in Miami, FL. This summer she is researching the overlap in services and interagency coordination for youth with disabilities. She also wrote a report that includes policy recommendations and fact sheets for youth.

Elizabeth Sandberg (2L)

Minneapolis City Attorney Office

Minneapolis, MN

Elizabeth Sandberg is a rising second year law student. She has an M.S. in Justice, Law and Society from American University. Prior to law school she was a research associate for the Police Executive Research Forum from Washington DC. She works with the Minneapolis City Attorney's Office to research how other jurisdictions are reducing chronic substances abuse and chronic homeless populations. The project consists of reaching out to other large metropolitan cities, to learn what ordinances and programs they have enacted.

Jessica Shiffman (2L)
Children's Law Center (CLC)
Minneapolis, MN

Jessica Shiffman is a rising second year student. During the winter break she worked for the Louisiana Bar Foundation on issues involving the rights of nursing home residents and special education in charter schools. This summer, she is assisting with an evaluation of CLC's legislative efforts for the current session, and developing CLC's policy agenda for the following and future years. CLC has very recently increased its legislative advocacy regarding children's rights, and currently, specific legislative proposals target improvements in court practices for foster children and older youth.

Peter Stiteler (2L)
Volunteer Lawyers Network (VLN)

Peter Stiteler is a rising second year student. This summer he is working on two long term client oriented research projects for the Legal Access Point Clinic and Consumer Protection Workshop to determine what methods of representation are the most effective for VLN's brief services. He is also working in conjunction with VLN office leadership to create worksheets, handouts and online resources for use by pro-bono attorneys and pro-se clients.

Class of 2009 Post-Graduate Fellowship Summary

Robina Fellowship Employer	Fellowship Complete?	Post-Fellowship Employment/Status
Indian Child Welfare Act (ICWA) Law Center	no	Still completing fellowship hours per phone call on 7/29/10
MN 4th Judicial District, with Judge Larson	yes	Judicial clerk for Judge Janet Posten, Hennepin County
Public Defender's Office, Ramsey County	yes	Seeking as of 4/15/10, Emailed to follow up 5/12/10 & 7/29/10
Pine Tree Legal Assistance, Inc.	no	Left message to follow up, 7/29/10
Public Defender's Office, Ramsey County	yes	Account Manager, Thomson Reuters
Tax Law Project, Legal Aid Society of Minneapolis	yes	Tax Attorney, Deloitte & Touche
Volunteers Lawyers Network	yes	Judicial Clerk, Judge Jay D. Carlson, Long Prairie, MN
Immigrant Law Center of Minnesota	yes	Contract Attorney - Florida (will be published soon)
MN 4th Judicial District with Judge Koch	yes	Judicial Clerk for Hennepin County Judge
Youth Law Project, Legal Aid Society of Minneapolis	yes	Emailed to follow up, 5/18/10 & 7/29/10
Legal Services NYC	yes	Seeking a position in NY as of 7/29/10
MN Disability Law Center	yes	Associate, Patrick R. Burns Law Office, St. Paul, MN
Southern Minnesota Regional Legal Services	yes	Associate, Johnson & Lindgerg, Minneapolis, MN
Public Defender's Office, Ramsey County	yes	Contract work for Robins, Kaplan, Miller & Ciresi.
Legal Aid Society of Minneapolis, Government Benefits/lit	yes	MN Dept. of Employment & Economic Development
MN 4th Judicial District, with Judge Larson	yes	Attorney Advisor, Social Security Administration
Hennepin County Examiner of Titles	yes	Judicial Clerk for Judge Mel Dickstein, Henn. County
U.S. Committee for Refugees and Immigrants Albany Field Office - (USCRI) Albany	yes	Immigration Services Coordinator for the U.S. Committee for Refugees and Immigrants in Albany, NY
United Way of Central Ohio	yes	Seeking, applying for fellowships including Equal Justice Works
Domestic Fatality Review Team	no	Seeking as of 5/24/10, emailed 7/29/10 to follow up
Minnesota Coalition Against Sexual Assault	yes	Contract attorney for MNCASA
Council on Crime and Justice	yes	Emailed to follow up 5/17/10 & 7/29/10

MN 4th Judicial District, with Judge Cahill	yes	Offer for Minnesota District Court Clerkship in Shokopee, planning to accept per conversation on 7/30/10
Circuit Attorney City of St. Louis	no	Seeking as of 4/15/10, Emailed to follow up 5/13/10 & 7/29/10
MN 4th Judicial District, with Judge Moreno	yes	Position with Foreign Service
Pine Tree Legal Assistance, Inc.	no	Seeking as of 4/15/10, Emailed to follow up 5/13/10 & 7/29/10
Legal Services Advocacy Project	yes	VISTA position, Housing Preservation Project
Public Defender's Office, Brandt Co., Michigan	yes	Associate, Law Offices of William Mauzy, Minneapolis, MN
Public Defender's Office, Ramsey County	yes	Emailed to follow up, 5/12/10 & 7/29/10
The Spokane County Public Defender	no	Seeking as of January 2010
Public Defender's Office	no	Contract position with Carlson Caspers Attorney, Autism Advocacy and Law Center, L.L.C.
Volunteer Lawyer Network	yes	
Centro Legal	yes	Completed fellowship in May, continued volunteering with Centro Legal. Seeking as of 5/29/10. Emailed to follow up 7/29/10.
Immigration Law Project (Legal Aid Society)	yes	Associate, Reyelts Bateman & Schramm
San Francisco Department of Public Health	no	AlixPartners, LLP, Dallas TX
Public Defender's Office, Ramsey Coutny	yes	Contract attorney, criminal defense work in MN
Center of Victims of Torture	yes	Seeking as of 4/15/10, Emailed to follow up 5/18/10 & 7/29/10

Total Fellows: 37

Fellows with employment: 23

Fellows seeking a position: 10

Fellows, status unknown: 4

Fellowship Helps Graduates Take Learning Into the Field

> In mid-August of 2009 Nick Manthey ('09) left for Quito, Ecuador, to conduct research and assist five attorneys who had formed a nonprofit organization to develop a curriculum for teaching mediation and arbitration. The opportunity was part of the Law School Robina Post-Graduate Fellowship program, which offers graduates an opportunity to do public policy research for nonprofit organizations, assist public defender offices, or assist judges while adding real-life experience to their resumes.

Manthey speaks fondly of his time in Ecuador. "One thing I would say is the most meaningful work involves "opportunities where you are able to help others," he says. "I found this was true of my work in Ecuador. The people I worked with were both warm and kind, and it was a great experience trying to help a small, dedicated group of lawyers change the legal system in a country of 13 million people."



Nick Manthey ('09)

The fellowship's first year

The Law School's new Program on Law, Public Policy, and Society, which is backed by a grant from the Robina Foundation, funded a majority of the 37 fellowships awarded to graduates in the program's first, says Alan Haynes, director of the Career and Professional Development Center (CPDC). In return for a \$5,000 stipend, fellows provide 400 hours of service to the partner organization.

The fellows chosen exhibited a desire to "make a difference on a larger scale" with organizations and "would

be good representatives of the Law School," says Dana Bartocci, CPDC employer relations coordinator. Fellows either found an organization to work with or selected one from a list the Law School had established, Bartocci explains.

Many of the partnering groups have limited funding and staff available for public policy research. The fellows are able to gain experience and references while helping an organization, Bartocci says. Fellows "have a chance to reach out and help a community while improving their credentials," Haynes adds.

The Post-Graduate program follows in the footsteps of the Robina summer fellowship program, begun last year, which offers Law School students internships in the community while still attending school, Bartocci says. The Law School hopes to continue a similar program this summer, she says. The Minneapolis-based Robina Foundation funded most of the Post-Graduate fellowships. The foundation, the brainchild of well-known philanthropist and alum James H. Binger ('41), is a contributor to other Law School programs.

Filling important needs

By all accounts, Post-Graduate fellows were treated as attorneys and did not spend their time copying documents, fetching coffee, or answering phones. They got started nearly the moment they arrived making serious contributions to their organizations.

Consider Mark Torma ('09) and Josh Feneis ('09), who used their fellowships to contribute to the Volunteer Lawyers Network (VLN), a nonprofit organization offering legal services to people in poverty who face civil issues, such as housing, bankruptcy, debt collection, and family problems. Torma provided policy advice on several issues,

while Feneis offered hands-on legal advice at a VLN clinic inside the Hennepin County Government Center.

Torma did a great deal of research on organizations similar to VLN in an effort to formulate a more efficient process for providing legal services to people facing bankruptcy. VLN needed a "new model" for working with those clients, he says.

His proposal for changing the VLN process, which has been adopted, included having nonlawyer volunteers help clients collect the necessary documentation before their court date. The new process has cut the time required to manage a bankruptcy case by as much as 50% and reduced "the time and stress" of getting "mundane paperwork" in order before hearings and trials, he says.

Torma also suggested allowing VLN to serve clients with slightly higher incomes—up to 200% of the poverty level. To meet the increased workflow, VLN would have to stanch the flow of clients returning again and again as their "judgment-proof" status changed, he explains.

Clients without jobs are judgment-proof and not liable for their debts. But when they get jobs, their creditors have a right to ask for payment, Torma explains. Such clients revisit VLN repeatedly as they lose and get jobs. The solution Torma arrived at was for VLN to have judgment-proof clients go through the bankruptcy procedure so they would not cycle through VLN's system time and again. Making that change means those clients "would not be back for years rather than months," says Torma.



Mark Torma ('09)

"It was a really great experience to be out in the community connecting with people. It was a lot more beneficial than a job search done from my laptop, and it opened up a new career possibility in public policy work."—*Ellen Maxfield ('09)*

Feneis arrived at VLN after Torma, starting in January of this year. He spent much of his time at the Government Center clinic, offering



Josh Feneis ('09)

legal advice in 15- to 20-minute increments to help clients understand, for example, the impact of a default judgment or how to fight for the return of a security deposit. He used his remaining fellowship time at VLN to develop volunteer attorney clinics. "I spent a lot of time learning about the process and procedure of the system and how the law really affects people," he says.

Ellen Maxfield ('09) used her Post-Graduate Fellowship to work at the United Way of



Ellen Maxfield ('09)

Central Ohio in Columbus, her hometown. In 2010 she researched pending Ohio legislation that would have an impact on United Way, drafted legislative testimony for board members and volunteers in an effort to support a school wellness bill, and reignited the agency's dormant public policy newsletter.

Maxfield has been astonished by how quickly the United Way put her talents to work on top-line issues and in representing it at meetings. Within a month of joining the agency, she made a presentation before nearly 80 people involved with the Ohio Workforce Coalition. "I've been incredibly impressed by the work and the autonomy and the possibilities the United Way of Central Ohio gave

me," she says.

Manthey taught English at a local Quito school in 2004 and traveled widely in Central and South America. When he returned to Quito last summer to work at the human rights organization DECIDE Corporación de Estudios, he lived with a group of young people from around the world who worked in various agencies.

Ecuador's new constitution, adopted in 2008, had an overarching goal of reforming and modernizing the nation's legal system, and one objective was creation of an alternative dispute process. Manthey helped build a framework for a program to teach professors at Ecuador's 18 law schools how to integrate mediation and arbitration classes into the curriculum. In addition, he created a structure that will allow law schools to provide low-cost legal services based on models found in the Law School and at the Minnesota Justice Foundation (MJF).

Moreover, he created a Web site for the organization featuring its publications and then put to use his grant-writing skills in two ways. He translated several lengthy grants applications and identified potential financial donors to DECIDE.

Having conducted grant research for a Hennepin County judge who created a special co-parenting court for divorcing couples, Manthey had a good idea of how to find foundations willing to fund new legal projects. "I ended up using Google to find quite a few potential donors" for the nonprofit, he says. Some money DECIDE hopes to raise would be dedicated to establishing a partnership with the MJF, he points out.

The value of the experience

Torma, who found a position at the Autism Advocacy and Law Center in

Edina, Minn., during his fellowship, says the VLN project "gave me a chance to research in a field I'm deeply interested in, and it gave me a chance to meet the local bench and bar. I had a chance to meet with a lot of different people, and the work, to my mind, was very meaningful."

For at least one recipient, the fellowship turned out to be a conversation starter. During an interview with a judge for a clerkship in Todd County, Feneis pointed out that he had worked with VLN on a Robina Post-Graduate Fellowship. The judge, Jay D. Carlson, wound up hiring him. "I brought up what I had been doing the last couple of months and he was suddenly interested," says Feneis. "I believe it helped me get the job."

Maxfield's experience may have changed her outlook on nonprofit organizations. At one time, she aspired to a position with a large law firm, but now she has broadened her search to include nonprofits. "It was a really great experience to be out in the community connecting with people," she says. "It was a lot more beneficial than a job search done from my laptop, and it opened up a new career possibility in public policy work."

After his time in Ecuador, Manthey toured Columbia with a friend before returning to Minnesota to clerk for Hennepin County Judge Bruce Peterson. Manthey stays in touch with the attorneys he assisted in Quito and hopes to establish a connection between them and the MJF.

"I really love Quito," he says. "It's a center of business, nonprofit, and legal activity in South America and I knew it would be a great place to work to make a difference during my fellowship."

By Frank Jossi, a freelance writer based in St. Paul, Minn.

ROBINA SUPPORTED PROGRAMS
UNIVERSITY OF MINNESOTA LAW SCHOOL
 FY 2010 (July 2009 - June 2010)

	BUDGET FY 2010	Expend. as of 6/30/2010	
CHAIRS			
John Borrows	300,000	247,617	
Bert Kritzer: Research Chair in Law, Public Policy and Society	291,000	287,938	
Jenny Green: TBD Clinical Chair in Law, Public Policy and Society	145,000	151,079	
Rebudget to Post JD Fellowships		49,366	
SUBTOTAL	736,000	736,000	
RESEARCH FUND			
Susan Wolf	88,000	0	Cutting Edge Issues in Reprogonomics
			Empirical Studies of Intl Law: Challenges that
			Developing Countries Face in Using the World Trad
Greg Shaffer	17,000	5,440	Organization (WTO) Legal System
Michael Tonry (Richard Frase, Kevin Reitz, Barry Feld, Fionnuala NiAolain)	75,000	8,443	Comparative Studies of Judicial & Prosecution Syst
Fionnuala NiAolain (David Weissbrodt, Oren Gross)	100,000	40,014	Transitional Justice
			Effects of Neighborhood & School Characteristics o
			Incarceration Rates in Minneapolis, especially Peop
M Orfield (Kevin Rietz)	100,000	64,457	of Color
			Applying International Human Rights Law to Asylurr
Steve Meili	17,000	0	Cases in the United States
SUBTOTAL	397,000	118,354	
CAPSTONE COURSES			
Labor and Employment Law	92,000	48,097	
Environmental Remediation and Redevelopment			
Health Law Compliance			
Law and Domestic Violence			
Rebudget to Post JD Fellowship		43,903	
SUBTOTAL	92,000	92,000	
PUBLIC POLICY INTERNSHIPS			
Erin Keyes	35,000	35,000	
David Weisbrodt	35,000	32,921	
Rebudget to Post JD Fellowship		2,079	
SUBTOTAL	70,000	70,000	
CONFERENCES			
Susan Wolf (Law and Science 10th Anniversary)	29,000	29,000	
Michele Goodwin (Human Trafficking)	25,000	27,226	
Michael Tonry (Comparatice Study of Prosecution Systems)	25,000	0	
SUBTOTAL	79,000	56,226	
Post JD Fellowships			
Rebudgeted		195,000	
		195,000	
SUBTOTAL	195,000	195,000	
ALLOCATED TO PROGRAMS in FY 2010			
	1,569,000		
EXPENDITURES by PROGRAMS in FY 2010			
		1,267,580	
ANNUAL TARGET			
(Over)/Under committed	1,400,000		
	-169,000		
(Over)/Under Spent		132,420	

ROBINA FOUNDATION
Board of Directors Meeting
August 24, 2010

STRATEGIES/GUIDELINES FOR PHASE 2 GRANTS

Background: Phase 1 Multi-Year Grants

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. The Robina Board recently agreed to provide an additional year of support to each of the institutions, with the exception of ANW.

Each of the institutions received funding for planning prior to the submission of a grant proposal. (ANW and the University of Minnesota Law School received two grants totaling \$125,000; Yale and the Council on Foreign Relations received \$50,000 planning grants.) The University of Minnesota also received \$250,000 for faculty retention and other initiatives when the new dean arrived.

In all cases, Robina Board Members met with representatives of the institutions, worked with the institutions and provided guidance as the institutions developed their proposals. Outside reviewers were engaged to assess several of the proposals. Proposals and grants reflected guidance provided by Robina's Bylaws and Board Member discussions at board meetings and a retreat held in February 2007. (See attached summary of Foundation grantmaking framework.)

Phase 2 Grants

In order to develop strategies for the next round of grants to Robina grantees and guidelines to inform the grantees, the Board needs to consider the following questions and issues, many of which will be impacted by the timeframe that the Board establishes for the Foundation and the Board's decision concerning a legacy.

Grantmaking / General Questions

- Presumably, Robina will continue to seek to fund programs that meet the criteria set forth in the Foundation's Bylaws. Although not referenced in the Bylaws, the terms "transformative" and "transformational" are often used to describe programs of interest to Robina. What do we mean when we say "transformative" or "transformational" grants? Should the Foundation define those terms for grantees?
- Should Phase 2 grants focus on Human Rights or another theme? If so, in what way?
- Should Phase 2 grants encourage collaboration among institutions?
- Should grantees be offered planning grants to develop proposals for Phase 2 grants?

Dual-Track Grantmaking

- For Phase 2, should the Foundation provide several categories of grants? (e.g. The Duke Endowment offers its four named institutions three categories of grants: "Replicating Success," which seeks to expand proven programs or effective practices; "Strengthening Organizations," which focuses on building the infrastructure of the institution; and "Advancing Innovation," which focuses on programs that test innovative approaches designed to outperform existing models.)
- Duke Endowment institutions can apply in several categories and receive more than one grant. Should the Robina Foundation offer that opportunity?

Term and Size of Grants

- What guidance should the Foundation give grantees concerning the potential length of a grant? (e.g. 3 years, 5 years)
- What limits, if any, should the Foundation place on the size of grant requests?

Fund for Special Initiatives

- Should the Foundation set aside a specific amount of Robina assets (e.g. \$2 million) for special initiatives that are not part of the regular program funding? (e.g. for one-time opportunities or uses such as the \$250,000 grant made to the University of Minnesota)

Capital Funding

- Although Robina's Bylaws permit funding for capital projects, the Board opted not to fund capital during Phase 1. Should that be the policy going forward?

Yale

- What is the best way to identify funding opportunities at Yale? (e.g. ask President Levin to identify key opportunities)
- For Phase 1, Yale was told that law, international relations and medicine were areas of interest to the Foundation. Should the Board provide similar direction for Phase 2?
- How should Yale School of Drama and Yale Law School be involved in this process?

Abbott Northwestern Hospital / Allina

- What are the parameters of funding to support ANW?

Interaction with Grantees during development of Phase 2 Strategies

- What is the best way to work with grantees?
- What did the Foundation learn from Phase 1 grants and the process that should inform the Phase 2 process and grantmaking?
- How will each institution communicate its own priorities to the Foundation?
- What does the Board need to do to ensure that there is a process to identify priority projects at each institution? (e.g. engage its own experts to explore issues connected to Robina grantees)
- What is the role of the Lead Directors in this process?

Format

- Should we provide grantees with guidelines describing grantmaking focus/criteria, etc. and process?
- Should all institutions use a common form to present ideas and/or proposals to the Board?

Timeline / Next Steps

- When do we need to finalize the Phase 2 strategies and guidelines and provide grantees with a request for proposals? (With the exception of Abbott Northwestern, grantees will be funded through 2012.)

ROBINA FOUNDATION

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. *(Source: Robina website, Bylaws)*

VISION: The vision of the Robina Foundation is to ensure excellence at the four named institutions and to use the individual and collective resources of those institutions to make a significant difference in critical societal issues.

Consistent with the above mission and vision, the Robina Foundation supports innovative, forward-thinking, and practical projects at the four named institutions that promise to have a significant and long-term positive impact on the institutions and on society. The Robina Foundation is especially interested in major initiatives that have the potential to transform the involved institutions and from which new insights and solutions to critical problems may emerge.

VALUES: *Innovations, Creativity, Forward-Thinking, Ambitious, Practical*

(Source: Draft Vision and Values prepared by Joanne Duhal of TPI following the February 2007 Robina Foundation Board Retreat)

GOALS:

- Positively impact critical social issues by encouraging innovation at select institutions
- Foster the development of new ideas and models that have the potential to significantly improve both the selected institutions and the larger society in which we live. *(Source: Extracted from Bylaws)*

GRANTMAKING:

- **Style**
 - Proactive
 - Forward-thinking
 - Collaborative
 - Opportunistic – ready to help get something over the “tipping point”
 - Open to taking risks and funding things that others will not
 - Focused on building long-term, productive relationships with institutions
 - Grants awarded competitively based on merit and alignment with Robina mission/priorities
- **Purpose**
 - Support the development of creative, original ideas at institutions
 - Build the capacity of institutions
 - Positively impact the institution on an important social issue

- **Requirements**
 - Proposals must be in alignment with institution's long-range plans and priorities
 - Grantee must be able to articulate and measure the significant change(s) that will come about as a result of the grant
- **Preferences**
 - Major projects or initiatives
- **Restrictions**
 - No general operating support
 - No capital/bricks and mortar
 - No replacement funding for lapsed grants
- **Terms of Grants**
 - No specific limit on the number of years Robina will support one proposal
- **Proposal Review Process**
 - Board members with insight/expertise involved in specific reviews
 - Consultants hired to conduct more in-depth review as needed
- **Monitoring and Evaluation**
 - Benchmarks for measuring progress of each grant will be established

(Source: "Highlights of Grantmaking Discussion at Board Retreat – 2/20/07" included in Board Book for 4/25/07 board meeting)

Board of Directors Meeting 2/23/10

**Robina Foundation Board of Directors
Meeting Minutes
May 18, 2010**

A meeting of the Board of Directors of the Robina Foundation, a Minnesota nonprofit corporation, was held on May 18, 2010 via conference call.

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

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

Laura Brown of OfficeTeam was present and served as recorder.

Call to Order and Welcome

Crosby, Chair, called the meeting to order and welcomed Board Members.

Minutes of the February 24, 2010 Board Meeting

The Minutes of the February 24, 2010 Board Meeting contained in the Board Book were reviewed by the Board. Crosby proposed that reference on page 2 to "focusing on program investments" be changed to "focusing on programs."

A motion made and seconded to approve the Minutes as amended was approved unanimously.

Governance

Board Members discussed the need to increase the number of Board Members and the possibility of Susan Berresford joining the Board in the future. All agreed that an additional board member is not necessary at the present time. Although Berresford's involvement may be unlikely, Board Members wish to continue to work to involve her in the Foundation. Board Members encouraged Hunt to identify appropriate opportunities to contact her and expressed interest in asking her to audit the February meeting in Washington D.C. Expansion of the Board will be reconsidered at a later meeting.

Executive Director's Report

Hunt described her recent activities related to sunsetting the Foundation, identification of potential participants in the Foundation's August Board Meeting, and calls with grantees.

Treasurer's Report

Crosby directed the Board Members' attention to the financial material in the Board Book and highlighted the following:

- TIFF's most recent report shows a gain with the result that Foundation assets held by TIFF are down 4.5% from the original \$9 million investment;
- Foundation assets are in cash except for assets in the estate held by JP Morgan;
- The IRS refund seems to be 2 to 3 months away;
- We need to determine whether it is better for the estate or the Foundation to write off assets held in the estate which may be worthless;
- We have requested information on the Mauer letter of credit so that we can assure that execution, if necessary, is done in the required manner;
- We are researching the best way to handle the condominium held by the estate and payment of condo fees and expenses.

Aamoth noted that the value of the estate is down significantly and requested that previous figures be included in reports on the estate assets.

Regarding plans for sunseting the Foundation, Crosby described meetings with US Bank and JP Morgan, both of which have been asked, along with Northern Trust, to provide the Foundation with proposals for the management of Foundation assets. Crosby has also spoken with TIFF about TIFF's management of assets of a time-limited foundation. The Board will consider proposals at the August meeting.

Legal Report

Crosby reported that JP Morgan and the estate's attorneys would like to finalize the estate before the retirement of the referee who is handling the case. Crosby noted that the Foundation should not be rushed to an early settlement and that given the size of the legal bills charged to the estate, consideration should be given to hiring a specialist to audit the legal bills.

Grant Reports and Continuation of Phase I Grants

Board Members reviewed the quarterly and annual reports submitted by Robina grantees, together with draft letters included in the Board Book describing continuation of current grants for an additional year.

Abbott Northwestern: Schroeder and Hunt met with Drs. Adair and Wheeler to review ANW's quarterly report and discuss the status of the pilot program. Phase 1 will be completed in May; five clinics have been selected for Phase 2, with implementation to begin in July and October. ANW has done an excellent job raising awareness of the program and intends to submit articles to medical journals. Dr. Adair seems energized and committed to the project through Phase 2.

Board Members approved the draft letter included in the Board Book with minor modifications, noting that the letter does not commit the Foundation to providing funding in addition to the current grant.

Council on Foreign Relations: Hunt and Aamoth spoke with Stewart Patrick to review CFR's quarterly report. Hunt noted that the report outlines various activities CFR has conducted under the International Institutions Global Governance program and indicated that she will work with CFR to develop a report that is organized around their goals, identifies activities that would not take place without Foundation funding and, to the extent possible, measures how the program is making a difference.

Board Members approved the draft letter with a minor modification and directed Hunt to speak with Stewart Patrick about what information Robina would like to receive from CFR.

University of Minnesota Law School: Hunt and Blatz reviewed the University's quarterly report in a telephone conversation with Dean Wippman. The only "surprise" for the Law School is the need to provide post-JD fellowships because of the poor labor market for graduates. The Dean is very concerned that the University is withdrawing funding for the Law School based on the belief that the Law School can raise money on its own.

The draft letter was approved with changes to permit Dean Wippman to propose the timing and use of additional funds. Hunt will ask Dean Wippman to include his thinking on this in his presentation at the August Board Meeting.

Yale School of Drama: Hunt and Karoff spoke with Deborah Berman about the School of Drama's quarterly report, as well as the status of the Mellon grant, selection of playwrights, and how the Robina grant is helping them build the field. Schroeder indicated that the only question for him is the appropriate level of funding. Karoff stressed the importance of Robina's funding to help build the field outside of Yale and that he had asked Dean Bundy about commissioning a play that deals with human rights.

Yale Law School: Hunt and Karoff reported on their conversation with Kenna Barrett, Director of Corporate and Foundation Relations, to discuss the Law School's annual report. The report was submitted early to facilitate funding in June of the final payment of Robina's grant to support the Robina Human Rights Fellowship Initiative. The report indicates that the Law School now plans to hire a project director to begin evaluation of the program and the other responsibilities outlined in the original proposal. Karoff and Hunt emphasized with Barrett that, while the Law School has funded talented students who will be leaders in the human rights arena, the delay in the development and implementation of a strategy to evaluate the program may reduce the impact of the program within Yale and in the broader community. Evaluation of the program will need to be a primary focus of work during the coming year.

Blatz moved the approval of payment of the third year of funding to Yale University Law School to support the "Robina Human Rights Fellowship Initiative;" seconded by Karoff; and approved unanimously.

After discussion, Board Members agreed that a single letter to the two deans describing continuation of funding for the School of Drama and the Law School was appropriate and directed Hunt to work with Karoff on language to address the issue with the Law School.

Agenda for Annual Board Meeting in August 2010

Board Members reviewed the draft schedule for the August Board Meeting, including plans for presentations by sunseting "experts" and presentations by Abbott Northwestern Hospital and the University of Minnesota Law School.

Future Board Meetings

2010 and 2011 Board Meeting Dates were accepted as identified in the Board Book.

Adjournment

There being no other business, the meeting was adjourned at 12 noon (CDT).

Respectfully Submitted,

Steven A. Schroeder, Secretary

Date

ROBINA FOUNDATION

BOARD OF DIRECTORS MEETING

August 25, 2010

DIRECTORS AND OFFICERS

BOARD OF DIRECTORS - ACTION

- Election to a second term (9/1/10 – 8/31/13) – Tom Crosby
- Election to a third term (9/1/10 - 8/31/13) – Steve Schroeder and Gordon Aamoth

OFFICERS – ACTION

(Officers elected at the February 24, 2010 Board Meeting)

- Chair – Tom Crosby
- Vice Chair – Steve Schroeder
- Treasurer – Tom Crosby
- Secretary – Steve Schroeder
- Executive Director – Penny Hunt

Name/Office	1st Term	2 nd Term	3 rd Term
Gordon Aamoth	9/1/04 – 8/31/07	9/1/07 – 8/31/10	
Kathleen Blatz	2/24/10 – 8/31/11 (to finish out Quam's term)		
Thomas Crosby, Jr. Chair and Treasurer	2/20/07 – 8/31/10		
Peter Karoff	12/1/06 – 8/31/09	9/1/09 – 8/31/12	
Steven Schroeder Vice Chair and Secretary	9/1/04 – 8/31/07	9/1/07 – 8/31/10	

ROBINA FOUNDATION

Director and Officer Conflicts of Interest Policies & Procedures

Definitions

As used in these policies and procedures, the following capitalized terms shall have the meanings indicated.

Board: the Foundation's Board of Directors.

Contract or Transaction: any agreement or relationship involving the sale or purchase of goods, services, or rights of any kind, the providing or receipt of a grant or loan, or the establishment of any other type of pecuniary relationship with the Foundation.

Responsible Person: any person serving as a member of the Board of Directors, member of a committee, or officer, of the Foundation.

Family Member: a Responsible Person's spouse, parent, child, stepchild, brother, or sister; or the spouse of any of the foregoing.

Material Financial Interest: a financial interest of any kind, which, in view of all the circumstances, is substantial enough that it would affect a Responsible Person's ability to act solely in the best interests of the Foundation. For purposes of these policies and procedures, a financial interest with respect to a Contract or Transaction shall constitute a Material Financial Interest only if an ordinarily prudent person in a like position would reasonably conclude that such interest would affect his or her judgment with respect to the Contract or Transaction.

Conflict of Interest: A Conflict of Interest exists when there is an actual or proposed Contract or Transaction between the Foundation and --

(a) a Responsible Person or Family Member; or

(b) an entity in which a Responsible Person or Family Member has a Material Financial Interest or of which such person is a compensated or uncompensated director, officer, employee, agent, partner, associate, trustee, personal representative, receiver, guardian, custodian, conservator or other legal representative.

Policies

Robina Foundation (the "Foundation") is committed to ensuring that each of its directors and officers carries out his or her responsibilities in good faith and in a manner he or she reasonably believes is in the best interests of the Foundation. The Foundation also recognizes that directors and officers have relationships that may appropriately assist the Foundation in pursuing its mission.

Contracts and Transactions

A director or officer whose ability to comply with the foregoing standard may be compromised by a Conflict of Interest relating to a Contract or Transaction shall report the Conflict of Interest in accordance with the procedures set forth below.

Gifts and Entertainment

A Responsible Person shall not accept gifts, entertainment or other favors from any individual or entity that does or is seeking to do business with the Foundation, under circumstances where it might be inferred that such action was intended to influence or possibly would influence the Responsible Person in the performance of his or her duties. This does not preclude the acceptance of items or entertainment of nominal or insignificant value (up to \$50.00) which are not related to any particular transaction or activity of the Foundation.

Confidentiality

Each Responsible Person shall exercise care not to disclose confidential information acquired as a Responsible Person or information the disclosure of which might be adverse to the interests of the Foundation. Furthermore, a Responsible Person shall not disclose or use information relating to the business of the Foundation for the personal profit or advantage of the Responsible Person or a Family Member.

Procedures

The procedures set forth below are designed to help directors and officers of the Foundation identify situations that present potential conflicts of interest and to provide the Foundation with a procedure for independent review and, when appropriate, approval of a transaction in which a director or officer has or may have a Conflict of Interest. The policy is intended to comply with the procedure prescribed in Minnesota Statutes, Section 317A.255, governing conflicts of interest for directors of nonprofit corporations. In the event there is an inconsistency between the requirements and procedures prescribed herein and those in section 317A.255, the statute shall control. Capitalized terms are defined in paragraph 2.

Reporting Conflicts of Interest

Prior to Board action on a Contract or Transaction involving a Conflict of Interest, a director who knows he or she has a Conflict of Interest and who is in attendance at the meeting shall disclose all facts material to the Conflict of Interest. Such disclosure shall be reflected in the minutes of the meeting.

A director who does not plan to attend a meeting at which he or she has reason to believe that the Board will act on a matter in which the person knows he or she has a Conflict of Interest shall disclose to the President all facts material to the Conflict of Interest. The President shall report the disclosure at the meeting and the disclosure shall be reflected in the minutes of the meeting. If the director having the Conflict of Interest is the President, then the required disclosure shall be made to, and the required report to the Board shall be made by, the Vice President, or if there is no Vice President, the Treasurer.

Responsible Persons who are not directors of the Foundation, or who have a Conflict of Interest with respect to a Contract or Transaction that is not the subject of Board action, shall disclose to the President any Conflict of Interest that such Responsible Person knows he or she has with respect to such Contract or Transaction. Such disclosure shall be made as soon as the Conflict of Interest is known to the Responsible Person. The Responsible Person shall refrain from any action that may affect the Foundation's participation in such Contract or Transaction. The President shall determine whether the Conflict of Interest should be reported to or acted on by the Board, and shall make a written record of the disclosure and the decision on whether to bring the matter to the Board.

If it is not entirely clear whether or not a Conflict of Interest exists, then the individual with the potential conflict shall disclose the circumstances to the President, who shall determine whether there exists a Conflict of Interest that is subject to these policies and procedures.

Review of Conflicted Transactions

The Board shall review each Conflict of Interest that is reported to it, and may approved the affected Contract or Transaction if the material facts as to the Contract or Transaction and the Conflict of Interest are fully disclosed or known to the Board and the Board approves the Contract or Transaction in good faith by the affirmative vote (without counting the interested director) of a majority of the entire Board at a meeting at which there is a quorum present, again without counting the interested director.

A person who knows he or she has a Conflict of Interest shall not participate in the Board's discussion of the matter except to disclose material facts and to respond to questions. Such person shall not attempt to exert his or her personal influence with respect to the matter, either at or outside the meeting. The chair of the meeting shall provide an opportunity for the Board to discuss the matter without the person who has the Conflict of Interest present.

A person who is known to have a Conflict of Interest with respect to a Contract or Transaction that will be voted on at a meeting shall not be counted in determining the presence of a quorum for purposes of the vote. The person known to have a Conflict of Interest may not vote on the Contract or Transaction and shall not be present when the vote is taken. Such person's ineligibility to vote and absence from the meeting during the vote shall be reflected in the minutes of the meeting.

Noncompliance

A director or officer's failure to comply with the requirements of these policies and procedures shall be grounds for the immediate removal from office of such director or officer, upon the approval of a majority of the other members of the Board.

Review of Policies and Procedures; Annual Disclosure

Each new Responsible Person shall be required to review a copy of these policies and procedures and to acknowledge in writing that he or she has done so.

These policies and procedures shall be reviewed annually by each member of the Board. Any changes to the policies or procedures shall be communicated immediately to all Responsible Persons.

Adopted by the Board of Directors on August 28, 2007

fb.us.1999125.01

ROBINA FOUNDATION

Conflict of Interest Acknowledgment (2010)

I hereby certify that I have reviewed, and agree to abide by, Robina Foundation's Director and Officer Conflict of Interest Policies and Procedures as currently in effect. I acknowledge that failure to comply with the Director and Officer Conflict of Interest Policies and Procedures is grounds for my removal as an officer or director of the Foundation.

Signature: _____ Date: _____

Print Name: _____

ROBINA FOUNDATION

To: Robina Foundation Board of Directors
From: Penny Hunt
Re: Compensation of Board Members
Date: August 10, 2010

Background:

For the past several years, the Robina Foundation has provided Board Members with \$10,000 annually in compensation for their service on the Board. Board compensation is paid quarterly.

This level of compensation falls within the norm of compensation for board members of similar foundations as reported in the Association of Small Foundations' "2009 – 2011 Foundation Operations and Management Report" (see attached).

Recommendation:

For 2011, the Robina Foundation should provide compensation of \$10,000 annually to Board Members, payable quarterly.

Board Compensation

Three in 10 foundations (30%) compensate board members for routine board and committee service (distinct from any additional compensation for advisory or staff services). Among those foundations, 54% pay an annual fee to board members, 31% pay per board meeting, and 15% compensate using a combination of annual and per meeting fees. Fourteen percent (14%) of foundations also compensate board members for attending committee meetings. Foundations with more assets are more likely to compensate board members, as are non-family foundations.

TABLE 5

Board Compensation by Foundation Type and Asset Size

	Type			Asset Size					
	Overall	Family Foundations	Non-Family Foundations	< \$1M	\$1–4.9M	\$5–9.9M	\$10–24.9M	\$25–49.9M	\$50+M
	30%	23%	43%	10%	25%	30%	34%	37%	42%
Overall annual compensation per board member **									
Average	\$9,923	\$7,075	\$12,440	\$3,692	\$5,892	\$8,136	\$12,954	\$7,608	\$13,114
Median	\$6,000	\$4,000	\$7,000	\$2,475	\$5,000	\$5,000	\$5,000	\$5,500	\$10,000
(n)	(171)	(75)	(93)	(6)	(31)	(21)	(47)	(26)	(39)
Typical board member receives annual fee only									
Average	\$12,771	\$8,826	\$16,494	*	\$6,337	\$10,042	\$18,059	\$12,219	\$17,910
Median	\$7,350	\$5,000	\$11,000	*	\$5,000	\$6,500	\$9,200	\$10,000	\$15,000
(n)	(104)	(47)	(55)	*	(26)	(12)	(28)	(13)	(20)
Typical board member receives fee per board meeting only									
Average	\$660	\$664	\$657	*	\$461	\$733	\$795	\$609	\$669
Median	\$500	\$550	\$500	*	\$400	\$475	\$600	\$600	\$500
(n)	(68)	(30)	(38)	*	(9)	(12)	(19)	(13)	(13)
Compensation per committee meeting									
Average	\$458	\$481	\$449	*	*	*	\$575	*	\$454
Median	\$400	\$500	\$300	*	*	*	\$400	*	\$500
(n)	(29)	(8)	(21)	*	*	*	(8)	*	(13)

* Insufficient data (five or fewer cases) to report

** Overall annual board compensation includes board members who receive annual fees only, those who receive per meeting fees only (multiplied by the number of board meetings per year), and those who receive a combination of annual and per meeting fees.

Source: 2008–2009 Foundation Operations and Management Report

**ROBINA FOUNDATION
BOARD OF DIRECTORS MEETING
August 25, 2010**

EXECUTIVE DIRECTOR'S REPORT

Key Activities Since May Board Meeting

- Grant Extensions
- Research regarding Sunsetting
- Preliminary meetings regarding Investment Strategy
- Meetings / Communications with Grantees
- Preparation for Annual Meeting

Reflections on First Eight Months

- Position
- Time
- Focus of Work

Going Forward

- Strategy/Guideline Development
- Work with Grantees
- Board Meetings
- Consultants

COUNCIL *on* FOREIGN RELATIONS

58 East 68th Street, New York, New York 10065
tel 212.434.9400 fax 212.434.9800 www.cfr.org

Carla A. Hills
Co-Chairman

Robert E. Rubin
Co-Chairman

Richard E. Salomon
Vice Chairman

Richard N. Haass
President

Board of Directors

Peter Ackerman

Fouad Ajami

Madeleine K. Albright

Charlene Barshefsky

Henry S. Bienen

Alan S. Blinder

David G. Bradley

Tom Brokaw

Sylvia Mathews Burwell

Frank J. Cauftield

Kenneth M. Duberstein

Martin S. Feldstein

Stephen Friedman

Ann M. Fudge

Richard N. Haass, ex officio

J. Tomilson Hill

Donna J. Hrinak

Alberto Ibarra

Shirley Ann Jackson

Henry R. Kravis

Jami Miscik

Joseph S. Nye, Jr.

Ronald L. Olson

James W. Owens

Colin L. Powell

Penny S. Pritzker

David M. Rubenstein

George Rupp

Frederick W. Smith

Joan E. Spero

Vin Weber

Christine Todd Whitman

Fareed Zakaria

Peter G. Peterson

Chairman Emeritus

David Rockefeller

Honorary Chairman

Maurice R. Greenberg

Honorary Vice Chairman

Leslie H. Gelb

President Emeritus

June 4, 2010

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

Dear Ms. Hunt:

Thank you for the Robina Foundation's commitment to extend its initial grant to the Council on Foreign Relations (CFR) for an additional year. This generous pledge of \$2 million will support the fourth year of CFR's International Institutions and Global Governance program, which is playing an important role in the policy conversation on effective multilateral cooperation.

I understand that you and Stewart Patrick will be reviewing the details of the agreement extension and CFR's forthcoming report to the Foundation when you speak next week. We look forward to submitting the report and remain grateful to you and your colleagues on the Board for the Foundation's investment in the work of CFR.

Sincerely,



Richard N. Haass
President
tel 212.434.9540 fax 212.434.9880
president@cfr.org

BOARD OF TRUSTEES

CHAIR

B. Kristine Johnson

VICE CHAIR

Charles W. Mooty

TREASURER

Charles M. Osborne

SECRETARY

Stanley S. Hubbard

TRUSTEES

Ruth G. Bachman
Shari L. Ballard
Robert H. Bruininks
Jon R. Campbell
Linda A. Cohen
Martin E. Davis
Michael J. Davis
Judith H. Dutcher
Michael R. Francis
William A. Hawkins
Deborah L. Hopp
Robert M. A. Johnson
Elliot S. Kaplan
David M. Larson
Lawrence A. Laukka
Nancy E. Lindahl
Walter F. Ling
Robert D. MacDonald, III
Lynn A. Nagorske
Marilyn Carlson Nelson
Dale R. Olseth
William E. Pedersen
Jörg A. Pierach
Lois E. Quam
Patricia S. Simmons
Debra A. Sit
E. Thomas Sullivan
James I. Swenson
Kathryn H. Tunheim
Kurt D. Winkelmann
George H. Winn
Simon K. W. Wong

PRESIDENT and CEO

L. Steven Goldstein

June 1, 2010

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

Dear Ms. Hunt:

We are honored to acknowledge the Robina Foundation's recent pledge of \$2,000,000 to the University of Minnesota Law School. This remarkable commitment builds on your foundation's previous grant, which continues to have a tremendous impact on the school's innovative Program on Law, Public Policy, and Society (LaPPS).

Your dedication has helped LaPPS pursue an ambitious agenda of reshaping legal education and research to confront pressing legal and social questions, while encouraging inventive approaches to public policy inquiry and analysis. This new pledge promises to enhance the program's continued development, from the recruitment and retention of high-quality faculty members to initiatives that promote and implement curriculum reform.

We are proud of the Robina Foundation's continued partnership with the University in support of a program that has already had a profound and lasting impact on legal scholars and the study of law. Thank you again.

Sincerely,



L. Steven Goldstein
President and CEO

LSG:kla

c: David Wippman, Dean, Law School
Martha Martin, Director of Leadership Giving

*Thank you for this
wonderful gift and the
opportunity for future
transformation opportunities
in collaboration with
Robina!*

YALE UNIVERSITY

OFFICE OF THE PRESIDENT

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

June 11, 2010

Thomas M. Crosby, Jr.
Chairman and Treasurer
Robina Foundation
4900 IDS Center
80 South 8th Street
Minneapolis, MN 55402

Dear Tom:

I was delighted to learn of the Robina Foundation's renewed investments at the Yale School of Drama and the Yale Law School. Our growing partnership has already proven to be of exceptional benefit, not only for this institution, but also for the wider areas of the dramatic arts and human rights.

It is through our signature partnership that the Yale Center for New Theatre has become a vital presence at the School of Drama, amplifying the School's mission by helping to nurture the playwrights who will go on to define the future of American theater. Equally successful is the Robina Human Rights Initiative at the Law School. With the additional funding, the Initiative will continue to build and strengthen its mission of preparing a new generation of human rights advocates.

My colleagues and I have the highest expectations for the future of our collaboration, and we are grateful for the opportunities made possible by the generosity of Jim Binger. Having greatly enjoyed your last visit to campus, we hope that we may soon have the chance to present to you and the Board once again the fruits of the Robina Foundation's contributions to Yale.

With best regards,

Sincerely yours,



Richard C. Levin

RCL:mg

cc: Peter Karoff
Penny A. Hunt



Yale Law School

ROBERT C. POST · *Dean and Sol & Lillian Goldman Professor of Law*

June 24, 2010

Ms. Penny Hunt
Executive Director
Robina Foundation
4900 IDS Center
80 South 8th St
Minneapolis, MN 55402-2226

Dear Penny,

I write to offer my sincere thanks to the Robina Foundation for its decision to support the Robina Human Rights Initiative in 2011 through a new \$1,000,000 grant to Yale Law School. Your generous contribution will help us continue to develop the next generation of human rights leaders.

We are very proud that the Foundation has chosen Yale Law School as the recipient of such a prestigious grant. We take this as a sign of your confidence in our ability to maximize your contribution's impact on human rights here at the Law School and in the field at large. We are pleased to have the opportunity to help further Mr. Binger's philanthropic vision through human rights and innovative programming, and we look forward to working with the Robina Foundation in the coming year as you refine your future strategies.

Thank you once again for your recognition of the importance of this work and for your commitment to our school and community.

Warmly,

Robert C. Post

JAMES BUNDY,
ARTISTIC DIRECTOR

VICTORIA NOLAN,
MANAGING DIRECTOR

YALE REPERTORY THEATRE
PO BOX 208244
NEW HAVEN, CT 06520-8244

PHONE: 203.432.1559
FAX: 203.432.2562

yalerep.org

May 27, 2010

Ms. Penny Hunt
Executive Director
Robina Foundation
4900 IDS Center
80 South 8th Street
Minneapolis, MC 55402

Dear Penny,

All of us at Yale Rep are thrilled by the Robina Foundation's ongoing generosity in extending our grant support. On behalf of all of the artists and staff, I offer our deepest thanks to you and the Board for the decision to provide an additional \$950,000 to underwrite our FY2011-12 programming.

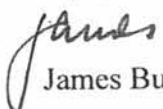
We are honored to be among those organizations that you support, and are particularly grateful for your commitment to the Center for New Theatre. As you have seen in your visit here, our partnership with the Robina Foundation has had extraordinary impact a significant number of artists and done much to advance our theatre's artistic profile in the field.

I am looking forward to submitting our year-end report in July. The advancements we've made in this, our second year of funding, have been critical to the Center's evolution, and we look forward to sharing these successes with you and Robina's Board of Directors. I know you will be working with Deborah Berman on the particulars and I am grateful for your interest and guidance.

In the spirit of institutional partnership, I do hope that our community at Yale Rep, as well as our fellow grant recipients at Yale Law School, can be useful to you as you go forward in your review and planning for future funding.

Many, many thanks, again!

Very truly yours,


James Bundy

**Robina Foundation
Board Meeting Dates
2010**

DATE	PLACE/TIME
February 22-24, 2010 (Mon, Tues, Wed)	Yale University – Lodge at The Study
May 18, 2010 (Monday) Conference Call	10:00 a.m. to 12 noon (Central Daylight Time)
August 23-25, 2010 (Mon, Tues, Wed) Annual Meeting	Minneapolis, MN Monday, August 23 – 4:00 p.m. Sunsetting Panel/Dinner Tuesday, August 24 – 8 a.m. to 4 p.m. Wednesday, August 25 – 8 a.m. to 12 noon
November 16, 2010 (Tuesday) Conference Call	11 a.m. to 1:00 p.m. (Central Standard Time)

**Robina Foundation
Board Meeting Dates
2011**

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

ROBINA FOUNDATION

To: Robina Foundation Board of Directors

From: Penny Hunt

Date: August 12, 2010

Re: Foundation Assets Summary

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

Robina Assets	June 30, 2010	March 31, 2010
USBank Checking	\$2,211,528.66	\$3,260,931.19
USBank Investment Account	31,231,745.96	30,990,610.24
TIFF	8,058,254.83	8,441,421.21
Estate of Jim Binger	64,510,927.52	66,913,197.63
IRS Refund	16,989,164.00	16,989,164.00
TOTAL	\$123,001,620.97	\$126,595,324.27

ROBINA FOUNDATION ASSETS AND GRANTS GIVEN

Q/E DATE	ASSETS*	GRANTS (cumulative)
12/31/07	\$149,839,012.57	\$350,000.00
12/31/08	128,359,302.03	7,028,535.00
12/31/09	127,065,750.39	14,719,093.00
03/31/10	126,595,324.27	14,719,093.00
06/30/10	123,001,620.97	15,719,093.00

outstanding
Comm.

Grants pd that
include commitments
Cash Basis

*USbank Checking, USbank Investment Account, TIFF Account, Estate of Jim Binger, IRS Refund (a constant number based on recent estimates)

Assets	12/31/07	12/31/08	12/31/09
USbank Checking	\$28,607.85	\$39,292.02	\$3,299,000.81
USbank Investment	28,068,147.99	21,523,747.18	30,793,370.96
TIFF	8,587,802.83	6,356,616.51	8,183,916.75
Estate of Jim Binger	96,165,289.90	83,450,482.32	67,800,297.87
IRS Refund	16,989,164.00	16,989,164.00	16,989,164.00
Total	\$149,839,012.57	\$128,359,302.03	\$127,065,750.39

	03/31/10	06/30/10	
USbank Checking	\$3,260,931.19	\$2,211,528.66	
USbank Investment	30,990,610.24	31,231,745.96	
TIFF	8,441,421.21	8,058,254.83	
Estate of Jim Binger	66,913,197.63	64,510,927.52	
IRS Refund	16,989,164.00	16,989,164.00	
Total	\$126,595,324.27	\$123,001,620.97	

Investment Strategy Scenario Analysis

Portfolio Strategy

Immunization: US Treasuries(Base Case)

Asset Allocation - Tier 1		
Fixed Income	Equities	Real Assets

*Annual Distribution Scenarios (\$'s in thousands)		
Expected	Poor Market (84th Percentile)	Severe Market (98th Percentile)

100%	0%	0%
------	----	----

\$ 11,078	\$ 11,078	\$ 11,078
-----------	-----------	-----------

Immunization: Investment Grade Corporate

100%	0%	0%
Strategy Variance From Base Case:	0%	0%

\$ 12,344	\$ 12,309	\$ 12,205
\$ 1,266	\$ 1,231	\$ 1,127

Conservative Balanced

48%	41%	11%
Strategy Variance From Base Case:	-52%	41%

\$ 13,650	\$ 12,188	\$ 10,300
\$ 2,572	\$ 1,110	\$ (778)

Balanced Growth

16%	70%	14%
Strategy Variance From Base Case:	-84%	70%

\$ 14,400	\$ 11,939	\$ 9,000
\$ 3,322	\$ 861	\$ (2,078)

*Distribution Scenario Footnotes

- Please refer to Portfolio Immunization Alternatives on page 2 of Section 1 for current bond market indications underlying Immunization Strategies
- Investment Grade Corporate Strategy assumes annual yield loss adjustments of .04% for Expected, .08% for Poor Market and .20% for Severe Market
- Balanced Strategies: Expected, Poor and Severe Market distribution outcomes are generated by the Monte Carlo simulations captured in the Asset Allocation Analysis provided in Sections 3, 4, 5, 6 and 7.

\$130M / 15 yrs.

 THE PRIVATE CLIENT RESERVE

Fed Funds Rate and Treasury Yield Curve Analysis

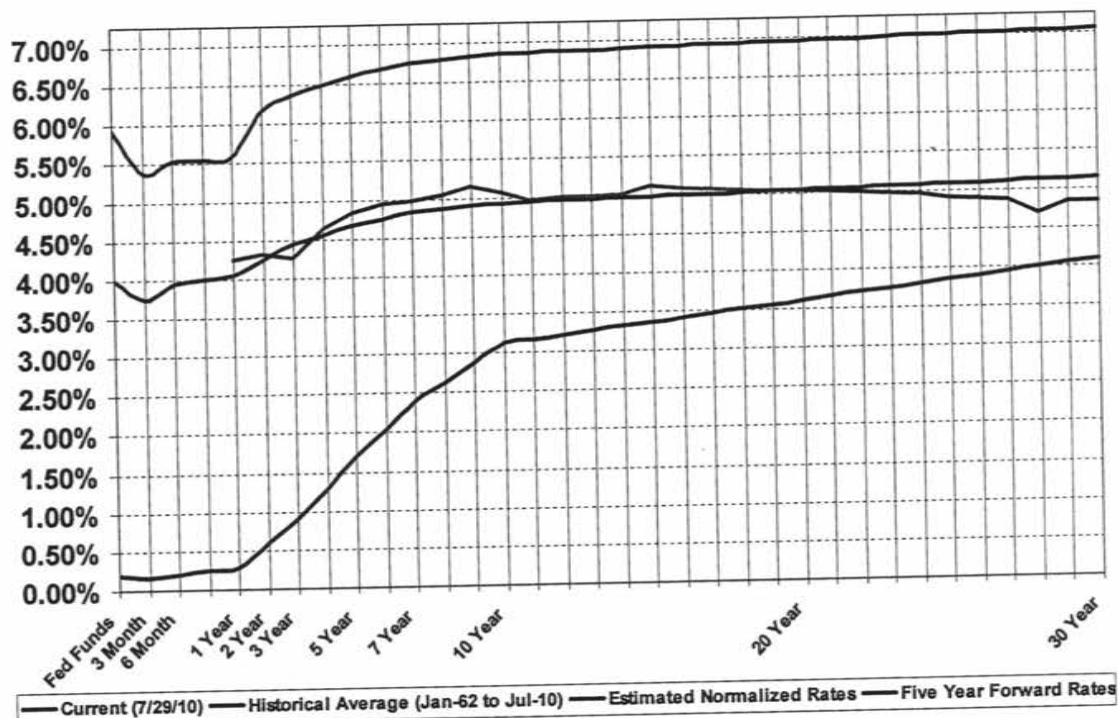
	Current (7/29/10)	* Historical Average (Jan-62 to Jul-10)	USBank Estimated Normalized Rates	Five Year Forward Rates
Fed Funds	0.20%	5.94%	4.00%	
3 Month	0.15%	5.38%	3.75%	
6 Month	0.20%	5.52%	3.95%	
1 Year	0.29%	5.58%	4.05%	4.25%
2 Year	0.60%	6.17%	4.25%	4.32%
3 Year	0.91%	6.36%	4.44%	4.26%
5 Year	1.70%	6.59%	4.67%	4.67%
7 Year	2.39%	6.76%	4.83%	4.97%
10 Year	3.12%	6.85%	4.93%	4.93%
30 Year	4.10%	7.05%	5.13%	4.83%

U.S. BANK
THE PRIVATE CLIENT RESERVE

*Normalized rates assume
yield spreads equal to
historical averages & are
driven by a 4% estimate
of Fed Funds*

OUR MISSION
To enrich the lives of our clients by
honoring their unique goals

Treasury Yield Curves



THE PRIVATE CLIENT RESERVE

Thomas Crosby

From: Natasa X Vucenovic [natasa.vucenovic@jpmorgan.com]
Sent: Tuesday, July 13, 2010 7:09 PM
To: Thomas Crosby; phunt@robinafoundation.org
Cc: David R Boles
Subject: JPM follow-up analysis
Attachments: Robina Spending Analysis-pdf.zip

Dear Tom and Penny,

I hope this finds you well. Attached is the follow-up analysis that we owed you from our last meeting regarding the asset allocation for the Robina foundation. Our original analysis assumed \$135mm in assets and a 15 year time frame before sunset. In our wealth projections we tested various levels of spending that would be sustainable over time. The asset allocation was based on a diversified portfolio across all asset classes - i.e., taking advantage of the robust asset allocation in the early years with a significant reduction in equities and alternatives in later years, essentially immunizing the portfolio from the equity market volatility in the years near the sunset.

This revised analysis includes 3 additional scenarios using fixed income: 1) ladder portfolio of Treasury bonds, 2) ladder portfolio of Corporate bonds, and 3) managed fixed income portfolio. The first two scenarios assume that you create a ladder portfolio of bonds using today's yield curve - this would provide certainty but the downside is that you would lock yourself in at a low interest rate environment for a long period of time. The third scenario assumes active management around the yield curve and repositioning the portfolio as the interest rate environment changes.

To summarize the analysis, it looks like the following levels of spending would be sustainable for each of the scenarios:

Laddered Treasury Bond portfolio	\$11mm annual spending
Laddered Corporate Bond portfolio	\$12mm annual spending
Managed Taxable Bond portfolio	\$13mm annual spending
Diversified portfolio	\$15mm annual spending

We hope this analysis is helpful as you think about the future of the Foundation, its asset allocation, term of years for sunset and a number of organizations you can support through annual spending.

Please let us know if you have any questions on the attached analysis or if there is anything else we could be doing for you.

With best regards,
Natasa

Natasa Vucenovic | Vice President | JPMorgan Private Bank | Address: 21 South Clark Street, 42nd floor, Chicago, IL 60603 | Phone: 312-732-3103 Fax: 312-732-3647 | Email: natasa.vucenovic@jpmorgan.com
IRS Circular 230 Disclosure: JPMorgan Chase & Co. and its affiliates do not provide tax advice. Accordingly, any discussion of U.S. tax matters contained herein (including any attachments) is not intended or written to be used, and cannot be used, in connection with the promotion, marketing or recommendation by anyone unaffiliated with JPMorgan Chase & Co. of any of the matters addressed herein or for the purpose of avoiding U.S. tax-related penalties.

This email is confidential and subject to important disclaimers and conditions including on offers for the purchase or sale of securities, accuracy and completeness of information, viruses, confidentiality, legal privilege, and legal entity disclaimers, available at <http://www.jpmorgan.com/pages/disclosures/email>.



Summary of Proposals



Proposal #1:

- **15 year Treasury Ladder**

- \$11,127,500 in annual distributions for 15 years resulting in total distributions of **\$166+ million** (gross of fees)
- \$0 balance after 15 years

- **15 year High Quality Corporate Bond Ladder**

- \$11,864,000 in annual distributions for 15 years resulting in total distributions of **\$177+ million** (gross of fees)
- \$0 balance after 15 years

Proposal #2:

- **10 year Corporate Bond Ladder**

- \$11,000,000 in annual distributions for first 10 years resulting in total distributions of \$110,000,000 for that period

- **Capital Appreciation Strategy**

- \$34,700,000 initially invested with \$0 distributions for 10 years
- \$11,000,000 in annual distributions for years 11-15
- Total distributions for 15 years of **\$165 million**
- Estimated Remaining Value at the end of the 15th year using a median expectation in the Monte Carlo simulation is over **\$28,000,000** (and significantly more if we experience above average returns - see simulations in tab 4)



Northern Trust

Investment Strategy Scenario Analysis – 10 Year Investment Horizon

Portfolio Strategy

Asset Allocation - Tier 1			*Annual Distribution Scenarios (\$'s in thousands)		
Fixed Income	Equities	Real Assets	Expected	Poor Market (84th Percentile)	Severe Market (98th Percentile)

Immunization: US Treasuries(Base Case)

100%	0%	0%	\$ 14,905	\$ 14,905	\$ 14,905
------	----	----	-----------	-----------	-----------

Immunization: Investment Grade Corporate

Strategy Variance From Base Case:

100%	0%	0%	\$ 16,068	\$ 16,036	\$ 15,941
0%	0%	0%	\$ 1,163	\$ 1,131	\$ 1,036

Conservative Balanced

Strategy Variance From Base Case:

48%	41%	11%	\$ 17,950	\$ 16,028	\$ 14,000
-52%	41%	11%	\$ 3,045	\$ 1,123	\$ (905)

Balanced Growth

Strategy Variance From Base Case:

16%	70%	14%	\$ 18,700	\$ 15,474	\$ 12,450
-84%	70%	14%	\$ 3,795	\$ 569	\$ (2,455)

*Distribution Scenario Footnotes

- Please refer to Portfolio Immunization Alternatives on page 2 of Section 1 for current bond market indications underlying Immunization Strategies
- Investment Grade Corporate Strategy assumes annual yield loss adjustments of .04% for Expected, .08% for Poor Market and .20% for Severe Market
- Balanced Strategies: Expected, Poor and Severe Market distribution outcomes are generated by the Monte Carlo simulations captured in the Asset Allocation Analysis provided in Sections 2, 3, 4, 5 and 14.

Investment Strategy Scenario Analysis – 20 Year Investment Horizon

Portfolio Strategy

Immunization: US Treasuries(Base Case)

Asset Allocation - Tier 1		
Fixed Income	Equities	Real Assets

* Annual Distribution Scenarios (\$'s in thousands)		
Expected	Poor Market (84th Percentile)	Severe Market (98th Percentile)

100%	0%	0%
------	----	----

\$ 9,235	\$ 9,235	\$ 9,235
----------	----------	----------

Immunization: Investment Grade Corporate

100%	0%	0%
0%	0%	0%

\$ 10,481	\$ 10,447	\$ 10,344
\$ 1,246	\$ 1,212	\$ 1,109

Strategy Variance From Base Case:

Conservative Balanced

48%	41%	11%
-52%	41%	11%

\$ 11,900	\$ 10,255	\$ 8,550
\$ 2,665	\$ 1,020	\$ (685)

Strategy Variance From Base Case:

Balanced Growth

16%	70%	14%
-84%	70%	14%

\$ 12,750	\$ 10,168	\$ 7,150
\$ 3,515	\$ 933	\$ (2,085)

Strategy Variance From Base Case:

*Distribution Scenario Footnotes

-Please refer to Portfolio Immunization Alternatives on page 6 of Section 1 for current bond market indications underlying Immunization Strategies

-Investment Grade Corporate Strategy assumes annual yield loss adjustments of .04% for Expected, .08% for Poor Market and .20% for Severe Market

-**Balanced Strategies:** Expected, Poor and Severe Market distribution outcomes are generated by the Monte Carlo simulations captured in the Asset Allocation Analysis provided in Sections 10, 11, 12, 13 and 14.



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

3039 IMG

Y ST01

Business Statement

Account Number: [REDACTED]

Statement Period:

Jun. 1, 2010

through

Jun. 30, 2010

Page 1 of 4



000002563 1 AT 0.357 106481648911061 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

U.S. Bank National Association

Account Number [REDACTED] Member FDIC

Account Summary

	# Items				
Beginning Balance on Jun. 1		\$	3,226,575.72	Interest Paid this Year	\$ 3,650.34
Other Deposits	1		476.78	Number of Days in Statement Period	30
Other Withdrawals	1		1,000,000.00		
Checks Paid	12		15,523.84		
Ending Balance on Jun. 30, 2010		\$	2,211,528.66		

Other Deposits

Date	Description of Transaction	Ref Number	Amount
Jun. 30	Interest Paid	[REDACTED]	\$ 476.78
Total Other Deposits			\$ 476.78

Other Withdrawals

Date	Description of Transaction	Ref Number	Amount
Jun. 4	Electronic Withdrawal From U.S. BANK TRUST	[REDACTED]	\$ 1,000,000.00
Total Other Withdrawals			\$ 1,000,000.00

Checks Presented Conventionally

Check	Date	Ref Number	Amount	Check	Date	Ref Number	Amount
[REDACTED]	Jun. 4	[REDACTED]	956.71	[REDACTED]	Jun. 10	[REDACTED]	170.02
[REDACTED]	Jun. 3	[REDACTED]	2,475.00	[REDACTED]	Jun. 14	[REDACTED]	4,375.00
[REDACTED]	Jun. 7	[REDACTED]	79.88	[REDACTED]	Jun. 18	[REDACTED]	62.03
[REDACTED]	Jun. 8	[REDACTED]	82.63	[REDACTED]	Jun. 21	[REDACTED]	290.50
[REDACTED]	Jun. 14	[REDACTED]	346.01	[REDACTED]	Jun. 30	[REDACTED]	4,166.66
[REDACTED]	Jun. 11	[REDACTED]	19.40	[REDACTED]	Jun. 30	[REDACTED]	2,500.00

* Gap in check sequence

Conventional Checks Paid (12) \$ 15,523.84

Balance Summary

Date	Ending Balance	Date	Ending Balance	Date	Ending Balance
Jun. 3	3,224,100.72	Jun. 10	2,222,811.48	Jun. 21	2,217,718.54
Jun. 4	2,223,144.01	Jun. 11	2,222,792.08	Jun. 30	2,211,528.66
Jun. 7	2,223,064.13	Jun. 14	2,218,071.07		
Jun. 8	2,222,981.50	Jun. 18	2,218,009.04		

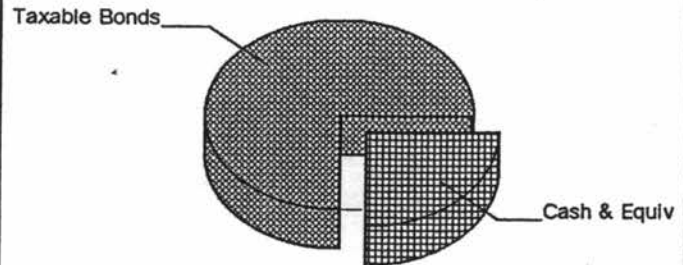
Balances only appear for days reflecting change.



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

ASSET SUMMARY AS OF 06/30/10

Assets	Current Period Market Value	% of Total	Est Annual Income
Cash & Equivalents	7,953,610.01	25.50	.00
Taxable Bonds	23,278,135.95	74.50	812,732.90
Total Market Value	\$31,231,745.96	100.00	\$812,732.90

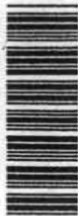


YOUR INVESTMENT OBJECTIVE IS ALL FIXED/NON
TAXABLE

MARKET VALUE SUMMARY

	Current Period 06/01/10 to 06/30/10	Year-to-Date 01/01/10 to 06/30/10
Beginning Market Value	\$31,118,197.10	\$30,793,370.96
Taxable Interest	147,616.04	424,292.43
Fees and Expenses	- 6,945.89	- 42,067.13
Cash Receipts	1,000,000.00	1,000,000.00
Cash Disbursements	- 1,000,000.00	- 1,000,000.00
Long Term Gains/Losses	- 739.76	- 3,413.51
Amortization/Accretion		3,300.00
Change in Investment Value	- 26,381.53	56,263.21
Ending Market Value	\$31,231,745.96	\$31,231,745.96

Yield 2.49%



Four Tower Bridge
200 Barr Harbor Drive, Suite 100
West Conshohocken, PA 19428

Cc to Lisa
7.20.10

Account Statement
06/01/2010 - 06/30/2010
Page 1 of 6

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

628179 F001 3835 10Z 1/3 ----- 1279
Thomas M. Crosby, Jr.
Treasurer
Robina Foundation
4900 IDS Center
80 South 8th Street
Minneapolis, MN 55402

Account Summary - Current Month

Fund Name	Beginning Market Value	Purchases	Redemptions	Distributions	Share Balance	06/30/2010 NAV	Ending Market Value	Average Cost Basis
TIFF MULTI-ASSET FUND	\$8,156,238.06	\$0.00	(\$0.00)	\$33,201.02	572,726.001	\$14.07	\$8,058,254.83	\$9,777,652.08
Account Total	\$8,156,238.06	\$0.00	(\$0.00)	\$33,201.02			\$8,058,254.83	

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.

Invested \$9M
incl. distributions

Account Summary - YTD

Fund Name	Purchases	Redemptions	Distributions	Dividend Option	Cap Gain Option	Account Inception
TIFF MULTI-ASSET FUND	\$0.00	(\$0.00)	\$57,529.26	Reinvest	Reinvest	05/22/2007
Account Total	\$0.00	(\$0.00)	\$57,529.26			

ROBINA FOUNDATION

F

J. P. MORGAN REPORT

June 30, 2010

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

Cash and Short Term

	Market
James H. Binger Revocable Trust	\$ 14,425,301.86
James H. Binger Revocable Trust - Income Account	7,205,190.49
Estate of James H. Binger	13,349,038.67
Estate of James H. Binger - Income Account	448,064.20
Total Cash and Short Term:	\$ 35,427,595.22

Tartan I LP (as of 6/30/10)

	Total Market	% Owned	JHB Trust
Tartan I LP - Scotch I	23,988,262.07	43.4%	10,410,905.74
Tartan I LP - ScotchGard	16,839,261.12	33.3%	5,607,473.95
Tartan I LP - Post It	27,097,987.91	19.8%	5,365,401.61
Total:	67,925,511.10		21,383,781.30
			\$ 21,383,781.30
			(Liquidation Value)

Other Assets:

James H. Binger Revocable Trust	
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
Total:	7,699,551.00

Estate of James H. Binger

Note (\$1MM face due 12/31/2010)	1,000,000.00
Total:	1,000,000.00

Jane M. note
Demand?

Family wants \$
Mgd by Silvercrest
TC will work on where
to write off worthless

GA wants to see
collection effort.

Get more info re:

Venture Capital \$ 7,699,551.00

Clifton - TC + PH contract
resident

TOTAL ASSETS FOR DISTRIBUTION FOR TAXES AND EXPENSES AND ROBINA:

\$ 64,510,927.52

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

ROBINA FOUNDATION

To: Robina Foundation Board of Directors

From: Penny Hunt

Re: Grant Payments

Date: August 10, 2010

Following is information on grant payments scheduled for Board action based on review of annual reports:

Abbott Northwestern Hospital: \$2,373,232 (payable in December 2010)

University of Minnesota Law School: \$1,480,338 (payable in September 2010)

Council on Foreign Relations: \$2,000,000 (payable in September 2010)

Yale School of Drama: \$1,350,000 (payable in September 2010)

TOTAL PAYMENTS: \$7,203,570

These payments are highlighted in yellow on the summary of grants and grant requests.

ROBINA FOUNDATION GRANTS AND GRANT REQUESTS

Updated August 2010

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

ORGANIZATION	DATE OF REQUEST AMOUNT REQUESTED	PURPOSE	STATUS OF REQUEST Amount and Date of approval or declination	GRANT PAYMENTS Amount Paid/Date	MONITORING AND EVALUATION	SCHEDULED PAYMENTS/REPORTS • Narrative report due quarterly • Narrative and Financial report due annually
Yale University Drama School	11/15/07 \$2.2M/3 years	Program: Yale Center for New Theatre	Approved \$2.85million/3 years 3/08	\$750,000 paid 4/08 \$750,000 paid 9/09	Yearend Reports due at August BOD Mtg.	2010 - \$1,350,000 2011 - \$950,000 Additional Year Funding
Yale University Law School	5/14/08 \$3M/3 years	Robina Human Rights Fellowship Initiative	Approved \$3 million/3 years	\$1 million paid 6/08 \$1 million paid 5/09 \$1M pd 6/08/10	Yearend Reports due in June each year.	2011 - \$1,000,000 Additional Year Funding
TOTALS			\$24,391,399 grants approved • includes planning grants of \$350K	2005 - \$150,000 2006 - \$200,000 2007 - 0 2008 - \$6,678,535 2009 - 7,690,558 2010 - \$1,000,000 as of August Total Paid as of Aug 2010 - \$15,719,093		Commitments Going Forward: 2010 - \$7,203,570 2011 - \$850,854 (U of M Law School original grant) 2011 - \$5,950,000 (Add'l Year Funding except Abbott) 2012 - \$893,457 (U of M Law School original grant) \$14,897,881 total committed for payment (2010-12)

From: Robbin Johnson <rjohnson3526@aol.com>
Subject: **Re: Meeting in Wayzata re Robina**
Date: August 19, 2010 12:15:28 PM CDT
To: Penny Hunt <pennhunt@gmail.com>
Cc: ngilberg@robinafoundation.org, Gordon Aamoth <gaamoth@msn.com>, rjohnson3526@aol.com

Penny--thanks for your email. I can appreciate the complexity you have to deal with and understand why a little "kibbitzing" would be hard to accommodate.

With respect to CFR, I did not intend to leave the impression that I did not admire the scholarship and professionalism of the organization, both of which are first rate. My only issue is with the breadth of its vision of American interests, which is decidedly East Coast and Establishment; you might want to look at the list of new CFR members as an example. It is not as comprehensive as it might be; for the Midwest, its focus on financial and service industries as the major components of foreign economic relations is not very representative. So, when one looks at the major security issues that global governance should address, where do food, energy and environmental security get covered? My bias is that there is little understanding of how food markets work (and don't work), that "energy independence" is not a useful handle on that issue and that climate change bulks much too large in the global environmental agenda. Adding Health may be a constructive recognition of that latter risk. It may be that my views are personal and parochial, not regional or representative at all.

As to the CFR's annual dinner, I did go once. It was a crowded but interesting affair. You should go to get a feel for what the CFR is like "on the ground." And I will look at the Global Governance Model; it is not inconceivable that I may be unfairly judging their efforts to be broad-gauged. Happy to discuss at some future time, if that is of any value to you. Best, Rob

On Aug 19, 2010, at 10:41 AM, Penny Hunt wrote:

Hi Robb,

I'm very sorry that I didn't get back to you sooner! I've been a bit scattered finalizing plans for the Robina Board Meeting.

We've ended up with a very jammed agenda for the Robina Board Meeting with rather fluid timing for the various items on the agenda, so it won't work to involve you in the meeting. We appreciated your willingness to consider attending the meeting.

Gordy and I appreciated talking with you about CFR and learning your insights about CFR and its work. We are both impressed with CFR's work and want to make sure that the Robina Board evaluates the organization effectively and appropriately.

I recently received information about CFR's annual dinner in early October. I'm thinking about going and wonder if you have ever attended the dinner. The dinner includes a program, but the early information I received doesn't describe the program. Also, you might be interested in reviewing CFR's Global Governance Monitor, which is part of the Robina-funded IIGG (International Institutions Global Governance). The Global Governance Monitor recently added a component on Global Health.

Thank you again for meeting with Gordy and me. We may well seek further guidance as we move forward with our grants to CFR.

I hope all is well. Hi to Kris.

Warm regards,
Penny

COUNCIL *on* FOREIGN RELATIONS

58 East 68th Street, New York, New York 10065
tel 212.434.9400 fax 212.434.9800 www.cfr.org

Carla A. Hills
Co-Chairman

Robert E. Rubin
Co-Chairman

Richard E. Salomon
Vice Chairman

Richard N. Haass
President

Board of Directors

John P. Abizaid
Peter Ackerman
Fouad Ajami
Madeleine K. Albright
Henry S. Bienen
Alan S. Blinder
Mary McInnis Boies
David G. Bradley
Tom Brokaw
Sylvia Mathews Burwell
Kenneth M. Duberstein
Martin S. Feldstein
Stephen Friedman
Ann M. Fudge
Pamela Brooks Gann
Richard N. Haass, *ex officio*
J. Tomilson Hill
Donna J. Hrinak
Alberto Ibargüen
Shirley Ann Jackson
Henry R. Kravis
Jami Miscik
Joseph S. Nye, Jr.
James W. Owens
Colin L. Powell
Penny S. Pritzker
David M. Rubenstein
George Rupp
Frederick W. Smith
Joan E. Spero
Vin Weber
Christine Todd Whitman
Fareed Zakaria

Peter G. Peterson
Chairman Emeritus

David Rockefeller
Honorary Chairman

Maurice R. Greenberg
Honorary Vice Chairman

Leslie H. Gelb
President Emeritus

July 29, 2010

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

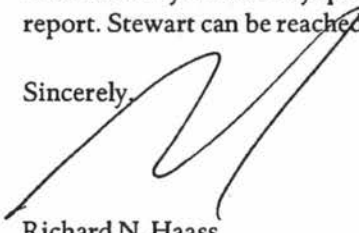
Dear Penny:

I am pleased to submit the annual progress report for the Council on Foreign Relations (CFR) International Institutions and Global Governance (IIGG) program, for the reporting period July 1, 2009–June 30, 2010.

Led by CFR Senior Fellow Stewart Patrick, the program has engaged senior policymakers in the United States and abroad. It has generated influential publications on major transnational challenges and options for global institutional reform, and produced cutting-edge multimedia features that drive home the risks and opportunities of global interdependence. Highlights include a new Emerging Powers and International Institutions meeting series, which included meetings in China and Brazil with local policymakers. Dr. Patrick and IIGG-affiliated CFR fellows also briefed senior U.S. officials—from the National Security Council and the State and Treasury Departments—on matters including UN Security Council reform, the future of the Group of Twenty, the results of the Copenhagen climate conference, and the gaps in the nuclear nonproliferation regime. The Global Governance Monitor won a number of awards and the online digest *Public Opinion on Global Issues* has received over 16,000 page views since its launch in November 2009.

We are grateful for the generous support of the Robina Foundation for the current year and for the next two years. This program provides a unique contribution to the foreign policy community, which would not be possible without your continued support. Please contact me or Stewart if you have any questions or if you need additional information about this project report. Stewart can be reached at 202.509.8482, or spatrick@cfr.org.

Sincerely,



Richard N. Haass
President
tel 212.434.9540 fax 212.434.9880
president@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

Executive Summary

During FY10, the International Institutions and Global Governance (IIGG) program of the Council on Foreign Relations advanced its core aims and objectives: (1) identifying the requirements for effective multilateral cooperation; (2) proposing reforms to strengthen or replace international institutions; and (3) promoting effective responses by the United States and its partners to today's daunting global challenges.

What we did

During FY10, the IIGG program focused on four substantive areas: (1) strengthening core institutions of world order; (2) countering nuclear proliferation; (3) protecting the environment; and (4) engaging emerging powers.

Additionally, we launched *Public Opinion on Global Issues* and three award-winning components of the Global Governance Monitor on global finance, oceans, and climate change. *Recently added "global health"*

What we learned

(1) Strengthening core institutions of world order

- Major multilateral institutions are often dysfunctional, unprepared to cope with new transnational forces, and insufficiently representative of changing power dynamics.
- At the same time, major multilateral institutions remain indispensable to U.S. interests, providing opportunities to share burdens, exploit standing capacities, and legitimate U.S. purposes.

(2) Countering nuclear proliferation

- Dangerous global trends in nuclear proliferation continue. These include blatant weapons development by belligerent states, global expansion of civilian nuclear programs, inadequate safeguards on nuclear stockpiles, insufficient controls on nuclear enrichment and reprocessing, and weak efforts to combat proliferation by nonstate actors—including terrorists.

(3) Protecting the environment

- Oceans face environmental threats, such as coral depletion and the melting Arctic; security challenges, from piracy to China's growing navy; and economic challenges, such as managing fisheries and exploiting deep-sea mineral resources.
- The global framework for multilateral cooperation on climate change is diverse and fractured.

(4) Engaging emerging powers

- Global challenges can no longer be addressed in a cozy Western conference room limited to advanced market democracies.

- The United States has a long-term interest in incorporating emerging powers into global institutions.

What we proposed

(1) Strengthening core institutions of world order

- The United States should continue to pursue a hybrid approach to multilateral cooperation. This will often include ad hoc partnerships and narrow coalitions as complements to formal, treaty-based institutions.
- The United States should champion reform of major international institutions, including the UN Security Council (UNSC) and the North Atlantic Treaty Organization (NATO), by promoting expanded agendas and updated memberships.

(2) Countering nuclear proliferation

- The United States should help close gaps in enforcement of the Nuclear Nonproliferation Treaty (NPT) and restrict the spread of enrichment and reprocessing technologies.

(3) Protecting the environment

- The United States and its partners should develop a more strategic approach toward ocean governance. This should begin with U.S. accession to the UN Convention on the Law of the Sea (UNCLOS).
- The United States and its partners should take a more flexible approach to climate change cooperation, allowing different mechanisms and organizations to assume responsibilities where relevant.

(4) Engaging emerging powers

- The United States should accommodate rising powers within formal and informal arrangements, in return for their demonstrated commitment to assume new burdens. This includes revising UNSC membership, giving the Group of Twenty (G20) an expanding mandate, and supporting governance structures within the World Bank and International Monetary Fund (IMF).

How we shared our findings

- During FY11, the IIGG program shared its findings by sponsoring meetings and publications on core international institutions to reach a wide range of audiences, including policymakers, educators, and students. Some of our marquee promotional efforts included launching three nonproliferation-related publications during the Nuclear Security Summit and the NPT Review Conference for maximum impact.
- The IIGG website drove viewers to its many products, including *Public Opinion on Global Issues* (which received 16,000 page views in just seven months).
- IIGG director Stewart Patrick held several off-the-record meetings with senior White House and State Department officials on strategies for engaging emerging powers. These officials included Samantha Power, senior director for multilateral affairs at the National Security Council (NSC); Esther Brimmer, assistant secretary of state for international organization affairs; and Anne-Marie Slaughter, policy planning director for the State Department.

What we are doing next year

In FY11, the IIGG program will focus on four substantive areas: (1) adapting world order to emerging powers; (2) reforming core global institutions; (3) improving the United Nations; (4) understanding the role of regional organizations.

In addition, the IIGG program will complete three to four additional components of the Global Governance Monitor, including components on global health, violent conflict, terrorism, and human rights.

International Institutions and Global Governance Program

Annual Report to the Robina Foundation

Project Director: Stewart Patrick, Senior Fellow and Director of the International Institutions and Global Governance Program

Reporting Period: July 1, 2009 – June 30, 2010

Report Due: August 3, 2010

Overview

The Council on Foreign Relations (CFR) is delighted to submit its second annual report of the International Institutions and Global Governance (IIGG) program. During FY10, the IIGG program continued to advance its core aims and objectives: identifying the requirements for effective multilateral cooperation; proposing reforms to strengthen or replace international institutions; and promoting effective responses by the United States and its partners to today's daunting global challenges.

CFR created the IIGG program because it saw a wide and growing gap between transformative global trends and existing international institutions. The world is being remade—by rising powers, transnational challenges, and nonstate actors. But global institutions have failed to keep pace, leaving the international community ill-equipped to address the downsides of globalization. The time was ripe to launch an unprecedented effort to evaluate international organizations and multilateral institutions. Through a generous grant from the Robina Foundation, the IIGG program became the single largest initiative within CFR's think tank, the David Rockefeller Studies department.

The ultimate goal of this initiative is to help policymakers in the United States and abroad think more clearly about what sorts of cooperative frameworks are needed to better address today's global agenda, and to promote constructive U.S. leadership in strengthening existing organizations while creating more effective global and regional institutions and partnerships.

Recent events have only reinforced the importance of the IIGG program's agenda. Over the past year, leaders from the Group of Twenty (G20) struggled in Pittsburgh and Toronto to address weaknesses in the global financial system. They negotiated in vain in Copenhagen on a successor treaty to the Kyoto Protocol on climate change. And world leaders labored to stop the spread of the world's most dangerous weapons at the Nuclear Security Summit and the Nuclear Nonproliferation Treaty (NPT) Review Conference. In each case, they tried to update global institutions to meet the challenges of a new century. For these and other landmark events, the IIGG program provided cutting-edge analysis and proposals to address today's global challenges.

During the past year, the IIGG program focused on four substantive areas: (1) strengthening core institutions of world order; (2) countering nuclear proliferation; (3) protecting the environment; and (4) engaging emerging powers. In doing so, the IIGG program enlisted more than twenty CFR fellows to provide rigorous, independent analysis on central issues of global governance. The IIGG program also used Robina resources to gather senior-level

policymakers and scholars from outside CFR to explore how the international community can better organize itself to confront these global challenges.

Having convened critical thinkers and developed innovative policy ideas, the IIGG program promoted its findings through award-winning books, reports, multimedia products, curriculum guides, and a dedicated webpage. For each product, the IIGG program crafted a tailored distribution strategy that targeted both general and specialized audiences (ranging from educators and students to issue-area specialists to U.S. and global policymakers).

Robina funding has helped make CFR a valuable resource for those interested in the interconnected nature of twenty-first century threats, the strengths and weaknesses of international institutions, and the feasibility of improving multilateral cooperation. Within CFR, the IIGG program has transformed the Studies department by stimulating unprecedented collaboration among the CFR's regional and issue-area experts. The IIGG program has also permitted CFR to engage in entirely new fields of policy research—from the role of emerging powers in world order to the challenges of ocean governance

In this annual report, the IIGG program summarizes its progress in FY10 in advancing its three main goals, as outlined in its original grant application to the Robina Foundation. It also explains the main insights it has gleaned in the past fiscal year, the recommendations it has made for U.S. and international policy, and the extensive efforts it has launched to disseminate its finding to senior policymakers and the foreign policy community.

To accompany this narrative, the IIGG program has attached an income and expense statement for the current grant period. For your interest, it has also included two annexes that summarize FY10 research projects and initiatives within the IIGG program, and its anticipated workplan for its third year.

1. Briefly outline your original goals and objectives as stated in your proposal, summarize your progress in meeting these goals and objectives, and outline your plans to share your results and findings.

Twenty-first century challenges are straining the global institutions that were created after World War II. "The international architecture of the twentieth century is buckling," declares the Obama administration's new *National Security Strategy*. Existing mechanisms of multilateral cooperation must adapt to new threats and emerging powers—or fade into irrelevance. Policymakers in the United States and abroad thus need new ideas for how to update multilateral arrangements. The IIGG program strives to provide these new ideas.

The program's mandate is three-fold: (1) it *identifies* strengths and weaknesses of existing multilateral frameworks; (2) it *proposes* specific reforms to improve these frameworks and advance U.S. interests; and (3) it *promotes* its recommendations to audiences in the United States and abroad through its publications, multimedia guides, and senior-level meetings. Over the past year, the IIGG program made great strides in advancing all three objectives.

CFR evaluates the success of its projects through (1) the quality of its publications, (2) the impact of its activities on public debate and government action, (3) the extent to which foreign governments, international institutions, and nongovernment actors have picked up policy recommendations, and (4) traffic to CFR's website.

During FY10, the IIGG program focused on **four main substantive areas** that it considered particularly ripe for research and policy engagement: (1) strengthening core institutions of world order; (2) countering nuclear proliferation; (3) protecting the environment; (4) engaging emerging powers.

In each case, the program identified shortcomings in existing institutions; proposed realistic reforms to fill these gaps; and promoted more effective U.S. and international policy responses to these pressing challenges. Below, the program summarizes its major findings, recommendations, and promotional activities in each of its four target areas for FY10. It also includes an additional section on IIGG projects that fall outside of these themes.

Focus Area 1: Strengthening Core Institutions of World Order

Shifting power dynamics and evolving threats require innovative responses from the world's international institutions. Unfortunately, the membership, governance, and mandates of many core organizations have not kept pace with these dramatic global changes. The number of permanent members in the UN Security Council (UNSC), for example, has not changed since 1945. The International Monetary Fund (IMF) and World Bank have barely adjusted to accommodate new, massive economic powers. And two decades after the end of the Cold War, the North Atlantic Treaty Organization (NATO) still struggles to redefine its new mission.

During FY10, the IIGG program completed several projects on the possibilities and priorities for reform of leading global institutions:

- Roundtable Series: The United States and the Future of Global Governance
- Roundtable Series: The United States and the United Nations
- Conference: New Foundations of Global Governance (conducted with Princeton University)
- Public Opinion Digest: Public Opinion on Global Issues
- Council Special Report: The Future of NATO
- Council Special Report: *UN Security Council Reform and U.S. National Interests* (forthcoming)

In undertaking these projects, the IIGG program identified several challenges in updating global institutions, proposed steps to overcome these obstacles, and promoted these actions among influential policymakers.

CHALLENGES IDENTIFIED:

- Major multilateral institutions are often dysfunctional, unprepared to cope with new transnational forces, and insufficiently representative of changing power dynamics. At the same time, they remain indispensable to U.S. national interests, providing opportunities to share burdens, exploit standing capacities, and legitimate U.S. purposes. Typically, U.S. leadership is the most important (though hardly sole or sufficient) precondition for effective institutional performance and reform.
- Failure to enlarge the UNSC deprives it of critical capabilities possessed by important emerging (as well as established) powers and risks a long-term crisis of confidence in that body.
- NATO, which recently turned sixty years old, is experiencing a mid-life crisis. Allies are divided over the purpose of the alliance, the proper nature and geographic scope of its operations, and how to share its burdens.
- Encouragingly, publics in the United States and around the world continue to see merit in core multilateral institutions, including the United Nations, World Bank, and NATO. U.S. and European support for multilateral institutions reflect a widespread public belief in the relative advantages of collective action.
- The emergence of the G20—and its designation as the premier forum for global economic coordination—is the biggest innovation in global governance since the end of the Cold War. It symbolizes the shift from a Western-dominated to a multipolar world in which emerging economies will exert greater influence.
- Finally, the persistence of outdated bloc politics, notably divisions between countries of the global North and South, remains a major impediment to effective multilateral cooperation. Such dynamics are most pronounced within the United Nations and its subsidiary bodies, such as the Human Rights Council.

STEPS PROPOSED:

- The United States should champion a change in the composition of the UNSC to include the world's most important established and emerging powers. As a starting point, the United States should promote agreement among other permanent UNSC members on a criteria-based approach to expansion. In parallel, the United States should encourage the G20 to implement agreements to adjust IMF voting weights and adopt broader governance reforms in both the IMF and the World Bank to favor emerging economies.
- NATO remains an important pillar of U.S. and global security, but the United States must work with its allies to adapt the alliance's collective defense provisions to a new security environment in which threats increasingly come from outside Europe and take nontraditional forms, like terrorism and cyberwar. NATO must improve its linkages with the European Union and build confidence with Russia on the future of European security.
- Sustaining U.S. support for global institutional reform will require close collaboration between the U.S. executive branch and Congress, which will need to ratify any U.S. commitments with financial or treaty implications. The Obama administration should deepen bipartisan consultation with U.S. legislators on the acceptable parameters of any reforms to the UNSC, NATO, or the international financial institutions.
- The United States should use the G20 to break obsolete bloc politics, give the United Nations some healthy competition, and convince emerging powers to accept new global responsibilities. The United States should support a gradual expansion of the G20's agenda beyond financial and economic matters to consider issues of development, climate, and some aspects of peace and security.
- Given the common limitations of formal international organizations, the United States must continue to adopt a hybrid approach to multilateral cooperation. This will often include ad hoc partnerships and narrow coalitions as complements to formal, treaty-based institutions.

PROMOTIONAL ACTIVITIES AND IMPACT:

- The IIGG program has sponsored meetings and publications on core international institutions to reach a wide range of audiences, including policymakers, educators, and students.
- Web traffic for *Public Opinion on Global Issues* has been impressive, totaling roughly 15,000 page views in just seven months. Pradeep Ramamurthy, senior director for global engagement at the NSC, praised the project as "incredibly useful." It has also received plaudits from university professors and journalists.
- The United States and the Future of Global Governance roundtable series has engaged scores of U.S. officials and foreign diplomats on the fates of the Group of Eight (G8) and G20. Select IIGG events have featured Robert Hormats, U.S. undersecretary of state for economic, energy, and agricultural affairs; Vanu Gopala Menon, Singapore's ambassador to the United Nations; and Jim Kolbe, former congressman from Arizona.
- An IIGG-sponsored report on the future of NATO reflected input from senior political and military officials in the United States and Europe, including the U.S. ambassador to NATO and senior officials at the Supreme Headquarters Allied Powers Europe (SHAPE). The report has received praise from congressional staffers, NSC staff, and the U.S. Department of Defense.
- IIGG director Stewart Patrick's work on this year's G8 and G20 summits has garnered extensive media and policy attention. In the run-up to both events, he engaged with U.S. and international officials and was tapped by the *New York Times*, CNN, *CBS Evening News*, and *NBC Nightly News* to provide commentary. He also published an article with the Stanley Foundation on U.S. leadership in global governance.

Focus Area 2: Countering Nuclear Proliferation

Weapons of mass destruction (WMD) pose a catastrophic threat to humanity, but existing treaties, institutions, and arrangements to control nuclear, biological, and chemical weapons are inadequate. The nuclear nonproliferation regime is under particular strain as states like Iran and North Korea pursue nuclear ambitions and terrorists seek to

exploit illicit channels to obtain WMD material. Over the past year, IIGG projects have exposed gaps in global efforts to control nuclear risks, offered concrete options to reinvigorate multilateral instruments, and engaged policymakers to enact these reforms.

During FY10, the IIGG program's major projects in this field included:

- Roundtable Series: Nuclear Nonproliferation
- IIGG Working Paper: Nuclear Security Through Greater International Coordination
- IIGG Working Paper: Controlling the Further Spread of Nuclear Weapons
- Council Special Report: Strengthening the Nuclear Nonproliferation Regime
- Multimedia Guide: Global Governance Monitor: Nuclear Nonproliferation

CHALLENGES IDENTIFIED:

- IIGG projects have revealed dangerous global trends in nuclear proliferation. These include blatant weapons development by belligerent states, global expansion of civilian nuclear programs, inadequate safeguards on stockpiles of nuclear materials, insufficient controls on nuclear enrichment and reprocessing, and weak efforts to combat proliferation by nonstate actors—including terrorists.
- The NPT suffers from structural gaps and limitations that favor those determined to develop nuclear weapons. These limitations include a weak enforcement regime that fails to present a credible and effective response to clear treaty violations, such as those conducted by Iran and North Korea. Global support for the NPT has also eroded due to perceived foot-dragging by nuclear weapon states in fulfilling their disarmament obligations under the treaty.
- Despite the growing number of tools, institutions, and initiatives created to supplement the NPT, the nuclear nonproliferation regime suffers from the absence of several nuclear weapon states—namely India, Pakistan, Israel, and North Korea—which remain outside the treaty.

STEPS PROPOSED:

- IIGG projects highlight the need to close gaps in enforcement of the NPT. This includes toughening penalties for states that proliferate, with tighter sanctions to dissuade countries like Iran from continuing their nuclear advances. In addition, countries that withdraw from the NPT while in violation of their treaty obligations must be subject to international sanctions.
- The United States should work with other countries to restrict the spread of enrichment and reprocessing technologies. In order to do so, it should strengthen and expand the authority and capacity of the International Atomic Energy Agency (IAEA) to define, review, and monitor national nuclear security standards. Likewise, the United States should continue to push for universal signature, ratification, and implementation of the IAEA Additional Protocols.
- Nuclear security and nonproliferation efforts will also require more robust cooperation between national governments and international agencies, on the one hand, and the private sector and civil society, on the other.
- The United States and other advanced countries should expand their capacity-building assistance to help other states improve the security of their nuclear holdings. Ideally, domestic and regional frameworks should also be developed to reduce vulnerability to nuclear terrorism.
- The link between disarmament and nonproliferation needs to be strengthened. Progress on both agendas requires parallel commitments.

PROMOTIONAL ACTIVITIES AND IMPACT:

- The IIGG program timed three of its nonproliferation-related publications for maximum policy impact, releasing them when nuclear security and nonproliferation were at the top of the global agenda. All were disseminated to targeted audiences and gained attention in influential policy circles.
- A nuclear nonproliferation report by adjunct senior fellow Paul Lettow provided the basis for a draft congressional resolution, and several media outlets cited his analysis on prospects for nuclear abolition. Lettow also engaged U.S. and international policymakers and experts, including congressional and NSC staff, members of the U.S. intelligence community, and foreign government officials.
- The two IIGG working papers were sent to roughly 3,000 targeted experts and journalists, providing background for President Obama's Nuclear Security Summit and the NPT Review Conference.
- An IIGG-sponsored roundtable series on nonproliferation gathered prominent experts from the NSC, the Departments of State and Defense, and the U.S. ambassador to the IAEA to discuss pressing policy matters.
- *Global Governance Monitor: Nuclear Nonproliferation* was sent to a select list of over 500 nuclear scholars. It also received two awards for excellence, being designated as an official Webby honoree and receiving two bronze Telly awards under the categories of information and education. (The Webby is awarded annually to honor excellence in interactive design, creativity, usability and functionality on the internet. Telly Awards recognize the best work created for the internet).

Focus Area 3: Protecting the Environment

Mitigating the degradation of the global commons is a defining governance challenge of the twenty-first century. The world faces a dizzying environmental agenda encompassing the sea, land, and air. Environmental challenges range from the depletion of marine resources (like fish stocks and coral reefs) to desertification to global warming. During FY10, the IIGG program focused on new approaches to sustainable oceans governance and on harnessing multilateral cooperation in mitigating and adapting to climate change. IIGG activities and products have provided valuable resources to U.S. and international officials seeking more effective approaches to global warming, particularly in the aftermath of the Copenhagen climate conference. IIGG products have also provided information on oceans policy issues, from the UN Convention on the Law of the Sea (UNCLOS) to the oil spill in the Gulf of Mexico.

During FY10, the IIGG program's major projects in this field included:

- Roundtable Series: Strategic Ocean Governance
- Symposium: Countdown to Copenhagen
- Working Paper: Harnessing International Institutions to Address Climate Change
- Multimedia Guide: Global Governance Monitor: Climate Change
- Multimedia Guide: Global Governance Monitor: Oceans

CHALLENGES IDENTIFIED:

- The IIGG program's *Global Governance Monitor: Oceans* provides the most comprehensive global mapping of the wide-ranging challenges facing the world's oceans. They include environmental concerns, such as coral depletion and the melting Arctic; security challenges, from piracy to China's growing navy; and economic interests, such as managing fisheries and deep-sea mineral resources.
- U.S. failure to become a party to UNCLOS risks undermining its own environmental, economic, and security interests. At the same time, UNCLOS suffers from important gaps, lacking adequate guidelines on how to harmonize domestic, regional, and international policy on important oceans issues, such as protection of fish stocks and regulation of offshore oil and gas activities.
- On climate change, the IIGG program found that the risks posed by a warming planet are mounting, but the international community remains deeply divided over what actions to take to reduce its effects—and how the

financial and other costs of these adjustments should be distributed among countries. The United States and China, the two most important players, remain at loggerheads with regard to global climate change policy.

- The global framework for multilateral cooperation on climate change is diverse and fractured. Formal international bodies, notably the UN Framework Convention on Climate Change (UNFCCC), have found it difficult to reach international consensus, leading to increased reliance on informal (non-legally binding) agreements among smaller groups of major emitters that commit to parallel national efforts.

STEPS PROPOSED:

- The IIGG program has emphasized the need for a more strategic approach toward ocean governance, beginning with U.S. accession to UNCLOS. This will provide the United States with a sound legal foundation for confronting maritime threats, asserting its sovereign rights over the continental shelf, exploiting economic opportunities, and arresting the degradation of aquatic life.
- Simultaneously, the United States should work to update UNCLOS. The revised treaty should recognize and protect unique areas through cultural heritage zones; employ market-based principles of catch shares to commercial fisheries; and increase the number of protected marine areas throughout the world.
- The IIGG program's work on climate change suggests the advantages of a more flexible approach to climate change cooperation, allowing different mechanisms and organizations to assume responsibilities where relevant. The UNFCCC cannot be the sole player, but must coexist with parallel arrangements, such as the Major Economies Forum of leading emitters. The United States and other major players may make greater progress through coordinated domestic policies rather than a binding international agreement. Finally, the United States and China must assume greater leadership, including through credible domestic legislation and action.

PROMOTIONAL ACTIVITIES AND IMPACT:

- IIGG work on oceans governance has influenced policymakers, educators, and students. The launch event for *Global Governance Monitor: Oceans* included prominent speakers like Senator Sheldon Whitehouse (D-RI); Admiral Thad Allen, commandant of the U.S. Coast Guard; David Rockefeller, Jr., founder of Sailors for the Sea; and Tom Fry, former president of the National Ocean Industries Association. More than one hundred policymakers, academics, corporate interests, and members of the armed services attended the event.
- The U.S. Coast Guard, the White House Office of Environmental Quality, and the National Oceanic and Atmospheric Administration (NOAA) have praised *Global Governance Monitor: Oceans*. The multimedia production also won two bronze Telly Awards (under the categories of information and nature/wildlife) and has been accepted into the BLUE Ocean Film Festival, a global film festival and conservation summit for underwater filmmakers and marine researchers. Additionally, the U.S. Coast Guard uses *Global Governance Monitor: Oceans* in presentations to civic organizations on the importance of ocean stewardship.
- *Global Governance Monitor: Climate Change* was sent to roughly 1,500 interested and influential individuals. This summer, the IIGG working paper on climate change will likewise be disseminated to a select group of academics. IIGG-sponsored fellows have also been involved in international climate change fora: Michael Levi blogged for Politico throughout Copenhagen climate conference, and Shannon O'Neil held a workshop with Michael Levi in Mexico City to help the Mexican government develop strategies for the upcoming UNFCCC meeting in Cancun.

Focus Area 4: Engaging Emerging Powers

Prospects for effective multilateral cooperation on global and transnational problems in the twenty-first century reflect the distinct national interests and visions of the great powers. But the identities and number of the world's leading states are changing, creating new challenges and opportunities for global governance. The world order that ultimately results from this transitional period will reflect bargaining and negotiations between established powers—

including the United States, European Union, and Japan—and emerging ones—most notably China, India, and Brazil. To better understand the priorities of today's emerging powers, and their potential contribution to resolving global challenges, the IIGG program has convened conferences in the United States, Brazil, and China, and will soon conduct a conference in India as well.

Relevant activities include:

- Meeting Series: Emerging Powers and International Institutions
- Symposium: Rising Powers and Global Institutions in the Twenty-First Century
- Council Special Report: The United States in the New Asia

CHALLENGES IDENTIFIED:

- Global challenges can no longer be addressed in a cozy Western conference room limited to advanced market democracies. Progress on virtually any global problem—from nuclear proliferation to climate change to financial instability—requires buy-in and burden-sharing from the world's emerging powers.
- The United States has a long-term interest in incorporating emerging powers into global institutions, both to encourage them to accept international responsibilities and to discourage them from challenging the current world order. At the same time, forging agreement on rules and norms of conduct—from financial regulation to humanitarian intervention—is proving contentious.
- While emerging countries demand greater voice and weight on the international stage, they remain deeply ambivalent about taking on extensive global responsibilities. Global collaboration is complicated by real differences in the visions, interests, and priorities of rising powers.
- The rise of China presents a unique strategic challenge. The United States seeks signs that China will be a “responsible stakeholder.” But the tumultuous past year—rife with disputes over climate change, internet freedom, Taiwan, currency manipulation, and other lightning rod issues—shows how easily the bilateral relationship can get off track, hindering joint U.S.-Chinese leadership on the global agenda.
- China's rise has coincided with a decline of U.S. influence in Asia, where regional integration—often under Chinese auspices—increasingly excludes the United States. The United States maintains its traditional alliance system, in Asia, but it has not exploited economic opportunities in the region.

STEPS PROPOSED:

- The United States should seek to accommodate rising powers within formal and informal arrangements, in return for their demonstrated commitment to assume new burdens. The United States should be open to revising UNSC membership, giving the G20 an expanding global mandate, and supporting new voting and governance structures within the World Bank and IMF.
- Rising powers will need to embrace new global roles with a greater sense of responsibility and leadership, especially in the areas of finance, climate change, and nonproliferation. The United States and other established powers must remain wary of free-riding by emerging players.
- The United States should adapt to the new Asian landscape, responding to China's rise and evolving Asian regionalism in a more strategic fashion. Besides reassuring China's neighbors through continued security guarantees, the United States should offer a positive trade agenda and exploit the opportunities afforded by regional economic integration. At the same time, the United States need not be party to every new multilateral initiative that takes place in Asia.

PROMOTIONAL ACTIVITIES AND IMPACT:

- The IIGG program expanded its outreach beyond CFR's traditional audience in the past fiscal year by holding meetings in Brazil and China, with another planned for India in October 2010. Beyond meeting with senior

government officials and leading academics in not-for-attribution sessions, CFR fellows engaged news outlets and university audiences in the host countries. The IIGG program has thereby influenced strategic thinking within rising powers, where policymakers are only beginning to consider priorities for global institutional reform.

- The IIGG program based its second annual symposium around the theme of emerging powers and international institutions. Deputy Secretary of State James Steinberg provided the keynote address at the symposium, which included 150 participants and forty members of the press. The symposium also consisted of two high-level panels, which considered the impact of rising powers on global finance and nuclear proliferation.
- The IIGG program sent printed copies of *The United States in the New Asia* to nearly three hundred influential Asia policy professionals and emailed copies to more than one thousand additional experts and opinion leaders in the field. In its first four months, the report was downloaded more than 2,500 times. A follow-up op-ed in the *Financial Times* reached a broad and influential audience (circulation 450,000), and inspired World Bank president Robert Zoellick to email suggestions of what a “game-changing” Obama trade policy might look like.
- IIGG director Stewart Patrick held several off-the-record meetings with senior White House and State Department officials on strategies for engaging emerging powers. These officials included Samantha Power, NSC senior director for multilateral affairs; Esther Brimmer, assistant secretary of state for international organization affairs; and Anne-Marie Slaughter, policy planning director for the State Department.
- Several CFR senior fellows, including Sebastian Mallaby, Charles Kupchan, Julia Sweig, Michael Levi, Elizabeth Economy, and Stewart Patrick, have written articles on the basis of the emerging powers meeting series. Relevant articles are listed in Annex I.

Other Notable IIGG Projects:

During FY10, the IIGG program produced meetings, papers, and multimedia products on other topics, consistent with the vision and objectives outlined in the original grant application to the Robina Foundation. Although a full list of these is contained in Annex I, several initiatives bear special mention here, due to their timeliness and originality and their role in helping stimulate policy discussion in Washington on core challenges of global governance. The most noteworthy products and activities include:

- Working Paper: *The Challenges of Global Health Governance*
- Working Paper: *Global Imbalances, National Rebalancing, and the Political Economy of Recovery*
- Multimedia Guide: *Global Governance Monitor: Finance*
- Roundtable Series: *The United States and the Future of Global Governance*
- Roundtable Series: *Rule of Law and U.S. Foreign Policy*
- Roundtable Series: *International and National Security Law*
- Meeting Series: *Regional Impulses in Northeast Asia*

The Challenges of Global Health Governance identifies an uneven interest and capacity of countries to set global health as a priority and respond to an expanding public health agenda. It calls on the U.S. government to craft a comprehensive global health strategy, embed global health as a priority for the G20, strengthen health cooperation within regional organizations, and integrate health considerations into other global governance debates. The paper was distributed to 1,500 interested individuals both within and outside CFR, and has received widespread accolades. CFR and author David Fidler were awarded the Global Accelerator Award from the Innovation Cell of the University of Toronto for the working paper.

The IIGG program responded to the global financial crisis by completing *Global Governance Monitor: Finance*. The multimedia guide documents how limited international oversight of financial markets has repeatedly facilitated banking crises, and it recommends several steps to ensure future global financial stability. This multimedia project won two bronze Telly Awards under the categories of information and education. In light of the crisis, the IIGG program also partnered with CFR's Center for Geoeconomic Studies to publish *Global Imbalances, National Rebalancing, and the Political Economy of Recovery*. The paper highlights worrisome imbalances between deficit and surplus countries and warns that coming adjustments may test the capacity of national governments and international institutions to maintain an open international economic order.

During FY10, the IIGG program held nine sessions of its roundtable series, the United States and the Future of Global Governance. Several included prominent international officials, including Luis Moreno-Ocampo, chief prosecutor of the International Criminal Court; Antonio Maria Costa, UN undersecretary general and executive director of the UN Office on Drugs and Crime; and Fatih Birol, chief economist of the International Energy Agency. Two parallel roundtable series on international law provided venues for policymakers, scholars, legal professionals, and journalists to exchange ideas and debate issues at the intersection of international law and U.S. foreign policy.

The IIGG program also completed a meeting series on the growing security architecture in Northeast Asia, which included senior policymakers and experts from Japan, South Korea, China, and the United States. The series concluded with a workshop in Tokyo to discuss the short-term challenges of North Korea's nuclear ambitions and longer-term prospects for a regional security framework. Participants in the workshop followed up with an eight-part essay series that was published through the IIGG program.

2. Describe any unanticipated results, either positive or negative, what you have learned from implementation of the program, and any changes made or planned based on these results.

Over the past year, the IIGG program made two significant adjustments to its research and policy agenda, dropping one initiative and deferring another that had been anticipated for FY10:

- The IIGG program decided not to pursue an initiative on “Illuminating Priorities for Global Governance Reform,” which had been scheduled to include three workshops, each addressing three to four global issue areas. The program dropped this project because it concluded that the project would duplicate other ongoing IIGG work, particularly the Global Governance Monitor series and the roundtable series on the United States and the Future of Global Governance. The IIGG program also concluded that it would be able to cover many of the envisioned topics (such as nuclear proliferation and health governance) through a new IIGG working paper series.
- The IIGG program decided to defer its planned initiative on regionalism and global governance to FY11. The initiative was designed to explore the increasingly important role of regional and subregional organizations as complements to—and sometimes substitutes for—universal membership organizations. The IIGG program postponed this project largely for logistical reasons. The one-year delay will permit the program to conclude its Emerging Powers and International Institutions meeting series and provide more time to enlist CFR regional experts in organizing and participating in the regionalism meetings, which will occur both in the United States and abroad.
- The IIGG program also decided to produce fewer components of the Global Governance Monitor series than originally anticipated, focusing instead on improving preexisting components. Rather than producing five new issue packages, the IIGG program produced three new issue packages and added new interactive features

to each component in the series. The issue brief, matrix, and map for each issue package were redesigned, and the overview videos were incorporated into a new, customized video player with full-screen capabilities. These improvements, in conjunction with a more aggressive marketing campaign, have increased viewership of the Global Governance Monitor from roughly 50 page views per day to 200 page views per day.

3. **Attach an income and expense statement for this grant period as well as your original budget. Please include a narrative explanation for any line item differences between the original budget and actual expenses.**

The IIGG program had a balance of \$58,006 at the end of the second year. This figure will be applied to year three activities. Learning from its first year's experience, the IIGG program projected a more realistic budget for year two that resulted in a smaller gap between budgeted and actual expenses.

The program has put significant effort in completing its goals for year two. This includes creating three new components for the Global Governance Monitor, hosting several roundtable series on proposed frameworks for world order and U.S. policy responses, launching *Public Opinion on Global Issues*, publishing four Council Special Reports and four working papers, and hosting an international meeting series and domestic conference on emerging powers and international institutions. While delivering on these wide-ranging products, the IIGG program has kept staffing expenditure for both core staff and for the overall studies department lower than budgeted (particularly because of a staffing shortage for a research associate, which has since been filled).

The IIGG staff has continued to streamline the program in other areas as well. Innovative marketing and advertising for the IIGG program's flagship multimedia interactive—the Global Governance Monitor—has kept costs down and driven viewers to the program's dedicated webpage and CFR homepage.

Throughout its second year, the IIGG program aimed to host events and launch publications in a timely manner so that these activities generate the greatest impact in policy circles around Washington and abroad. As a result, the IIGG program incurred some extra costs related to meetings, research-related travel, and publication outlays to meet target pgs. Additionally, overhead costs for information services, finance, and other support departments were higher due to overall program management needs.

4. **Please distinguish the work funded by the Robina Grant from your broader, ongoing work on the subject. Include a list of additional funders, including amounts received, for this program.**

Through its generous grant from the Robina Foundation, the IIGG program has helped transform CFR. The IIGG program has recruited new scholars, encouraged existing CFR fellows to expand their research horizons, and has broadened the range of programs, publications, and products available to CFR's influential membership and wider U.S. and global audiences. Thanks to Robina's catalytic support, CFR has become leading repository of expertise and policy advice on the multilateral management of pressing global challenges.

In the absence of Robina funding, individual CFR scholars would no doubt conduct some research on issues like climate change, nuclear proliferation, and global finance. But these programs would be limited in scope, and they would not focus explicitly on needed institutional reforms. Robina funds have permitted the creation of a conceptually coherent program that encourages CFR fellows working in different subject areas (such as climate, health, law, or finance) to embrace a common set of research questions and develop insights that transcend their particular disciplines. It has also permitted CFR's issue-area experts to collaborate with CFR regional experts. This is

most obvious in the IIGG-sponsored Emerging Powers and International Institutions meeting series, which has encouraged CFR's Latin American and Asian scholars to collaborate with colleagues focused on specific institutions (such as the United Nations) or global issues (such as climate change, monetary policy, or conflict prevention).

During FY11, Robina funding will support the ongoing participation in IIGG activities of several CFR fellows (including Charles Kupchan, Sebastian Mallaby, Shannon O'Neil, Paul Stares, and Micah Zenko), as well as the additional involvement of several more current full-time, adjunct, and visiting fellows (including Steven Cook, Daniel Markey, Adam Segal, and Steven Simon). Finally, the IIGG program has dedicated a portion of Robina Funding during FY11 to support the hiring of Mark Lagon, professor at Georgetown University, as an adjunct senior fellow for human rights. Lagon's arrival will permit the IIGG program to deepen its work in human rights—an area of interest to both CFR and the Robina Foundation.

Robina funding has also permitted CFR to expand its multimedia presence dramatically, so that it reaches audiences well beyond its membership. The Global Governance Monitor—supported entirely by Robina resources—has become the single most useful source of information and analysis available on the internet on the status of multilateral cooperation in addressing the critical global challenges of nuclear proliferation, financial instability, oceans governance, and climate change. (The IIGG program will soon be adding new components on global health and violent conflict). CFR would not have been able to launch this innovative, state-of-the-art multimedia project without the Robina Foundation's resources.

Finally, the IIGG program has broadened the range of initiatives, meetings, and programs available to CFR members. Alongside traditional foreign policy concerns, CFR members are increasingly considering and debating the impact of transnational challenges and emerging powers; the trade-offs between national sovereignty and multilateral action; and how to incorporate private actors in global governance efforts. Robina funding has thus helped to broaden and enrich intellectual debates on U.S. foreign policy. The Robina Foundation remains the sole source of funding for CFR's IIGG program.

COUNCIL ON FOREIGN RELATIONS

Financial Statement

Robina Foundation

July 1, 2009 - June 30, 2010

Year two award	\$2,000,000
Balance as of June 30, 2010 to be applied to year three activities	\$58,006

	Year Two Budget	Actual Expenses (7.1.09-6.30.10)
Core Staff	\$547,800	\$535,491
Senior Fellows/Studies Staff	\$575,400	\$535,898
Meetings	\$96,300	\$97,890
Research Travel	\$64,200	\$82,658
Publications	\$35,000	\$52,265
Multi-media	\$41,000	\$40,020
Professional Services	\$19,000	\$26,198
Research Materials	\$7,200	\$6,050
Administrative	\$65,200	\$59,428
Outreach	\$218,500	\$162,497
Project Management	\$269,900	\$283,100
Total	\$1,939,500	\$1,881,494



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 Program

Annex I: FY10 Activities and Outputs

Project Director: **Stewart Patrick**, *Senior Fellow and Director of the International Institutions and Global Governance program*

Reporting Period: July 1, 2009-June 30, 2010
Report Due: August 3, 2010

A. Major bedrock institutions, regional efforts, and cross-cutting initiatives

1) United States and the Future of Global Governance Roundtable Series Project Director: Stewart Patrick, Senior Fellow and IIGG Director

The roundtable series can be found on the CFR website at: www.cfr.org/futureglobalgovernance/.

The United States and the Future of Global Governance roundtable series focuses on core global governance challenges and proposals for fundamental institutional reform. During the past year, Stewart Patrick, director of the IIGG program, presided at nine sessions of this roundtable series in New York and Washington, DC, on issues ranging from the future of the Group of Eight (G8)/Group of Twenty (G20) to prospects for global energy governance, evolving norms of human rights, and the challenges of transnational organized crime.

Meetings Included:

- “Transnational Organized Crime as a Threat to Peace and Security,” with Antonio Maria Costa of the United Nations Office on Drugs and Crime and Cherif Bassiouni of DePaul University (June 17, 2010).
- “U.S. Human Rights Policy: Progress and Obstacles in Multilateral Fora,” with Michael Posner of the U.S. Department of State and Tom Malinowski of Human Rights Watch (June 4, 2010).
- “The G8, the G20, and the Future of Global Economic Coordination,” with Robert D. Hormats of the U.S. Department of State (May 14, 2010).

- “Global Energy Governance: The Evolving Role of the IEA,” with Fatih Birol of the International Energy Agency (March 10, 2010).
- “Stopping Illicit Financial Flows: “Dirty Money” and the Threat to the World Economy,” with Raymond Baker of Global Financial Integrity and Jack Blum of Tax Justice Network USA (March 3, 2010).
- “G20: What Implications for the United Nations?” with Vanu Menon, Singapore’s ambassador to the United Nations (February 5, 2010).
- “Dinner with Luis Moreno Ocampo,” with Luis Moreno Ocampo of the International Criminal Court (ICC) (February 4, 2010).
- “The Challenge of Global Development: What Role for the G8 and G20?” with former congressman Jim Kolbe of the German Marshall Fund (November 24, 2009).
- “The Future of Multilateralism: A Transatlantic Conversation,” with Manuel Lafont Rapnouil of the Center for Strategic and International Studies (CSIS) (September 18, 2009).
- “Prospects for Pittsburgh: What to Expect at the G20 Summit,” with Andy Cooper, Eric Helleiner, and Alan Alexandroff of the Center for International Governance Innovation (CIGI), as well as David Shorr of the Stanley Foundation, guest-chaired by Ted Alden of CFR (September 15, 2009).

Other Relevant Meetings and Presentations by Stewart Patrick:

- Spoke at a conference in Toronto sponsored by CIGI, the China Institutes of Contemporary International Relations (CICIR), and the Stanley Foundation on Chinese and North American views of global governance and global institutional reform. He chaired a panel on the potential role of the G20 in global peace and security (June 10-12, 2010).
- Met with Ian Solomon, U.S. executive director of the World Bank, at the latter’s request, to discuss governance issues at the World Bank and the possibility of the IIGG program hosting a session to explore new directions in U.S. engagement with the World Bank.
- Met with Rene Dinesen, Danish director of policy planning, on trends in global governance reform (including in the UN Security Council, international financial institutions, and the G20/G8) and potential avenues for the Danish government to advance global governance reform during its future EU presidency (June 7, 2010).
- Met with Marie Mendras, French director of policy planning, to discuss global governance reform (June 3, 2010).
- Met with Takayuki Iriya of the Japanese Embassy to discuss prospects for UN Security Council reform (June 2, 2010).
- Participated in a Center for a New American Security-sponsored event featuring the editors of the World Bank’s forthcoming *World Development Report* (June 2, 2010).
- Participated at workshop at the Brookings Institution on multilateral institutions and global reform components of the *National Security Strategy* (May 27-28, 2010).
- Briefed Canadian Deputy Foreign Minister Morris Rosenberg on U.S. attitudes toward global governance reform (May 26, 2010).
- Met with Mat Burrows of the National Intelligence Council to discuss their forthcoming report, *Global Governance 2025* (May 26, 2010).
- Briefed the Swedish director general for development cooperation on emerging U.S. administration development policy, as well as the IIGG agenda (May 24, 2010).
- Met with Michelle Gavin, senior director for Africa at the National Security Council (NSC), to discuss fragile states and potential IIGG initiative on U.S.-African Union relations (May 14, 2010).
- Met with Mo Ibrahim, head of the Mo Ibrahim Foundation, to discuss governance challenges in Africa and the work of his foundation (April 30, 2010).
- Spoke at “The New Dynamics of Summitry: Institutional Innovations for G20 Summits,” a conference cosponsored by Brookings, CIGI, and the Korean Development Institute (April 21-22, 2010).

- Chaired a CFR meeting with Gary Samore and Laura Holgate of the NSC on the outcomes of the Nuclear Security Summit (April 19, 2010).
- Participated in the Stanley Foundation weekend conference at Tarrytown on “Implications for of the G20 for the UN,” with senior officials at UN missions, experts, and UN staffers (March 26-28, 2010).
- Spoke on a panel on “Cooperating for Peace and Security: Reforming the United Nations and NATO” at the Brookings Institution. The event marked the launch of *Cooperating for Peace and Security: Multilateral Security Cooperation Since the End of the Cold War*, in which Stewart Patrick has a chapter. Martin Indyk of the Brookings Institute moderated the event, which also included editors Bruce Jones of Brookings/New York University (NYU), Richard Gowan of NYU, and former undersecretary-general for peacekeeping Jean-Marie Guehenno (March 24, 2010).
- Featured speaker (with CFR Senior Vice President Jim Lindsay) at the Hong Kong Forum in Hong Kong on “Is U.S. hegemony coming to an end? Redefining the role of the U.S. as a global leader” (March 18, 2010).
- Hosted an off-the-record brainstorming session for Assistant Secretary of State Esther Brimmer (along with Bureau of International Organization Affairs Principal Deputy Assistant Secretary Gerry Anderson, Deputy Assistant Secretary Nerissa Cook, and several other U.S. Department of State/U.S. Agency for International Development officials) on the Quadrennial Diplomacy and Development Review (March 10, 2010).
- Featured speaker at Syracuse University Maxwell School on “Weak States and Global Threats: What Are the Connections?” (February 24-25, 2010).
- Participated in the International Studies Association annual meeting, where he chaired a session on “New Directions in Global Governance: Conceptual Insights and Policy Challenges” and participated on a panel on state-building to discuss the findings of his book on weak states and global threats. He also spoke at a CFR-sponsored lunch (February 18-19, 2010).
- Participated in Brookings/NYU conference on “Managing Global Insecurity” in Abu Dhabi focused on emerging powers and world order (February 8-11, 2010).
- Met with South Korea’s director of policy planning to discuss the G20 and other trends in global governance reform (January 28, 2010).
- Met with Bruce Jentleson, senior advisor to U.S. Department of State Director of Policy Planning Anne-Marie Slaughter, to discuss administration views on global institutional reform (January 28, 2010).
- Participated in a seminar series on democracy, civil society, and global governance at the New York-based institute Demos, led by CFR member Benjamin Barber (January 25, 2010).
- Cosponsored workshop on “New Foundations of Global Governance” at Princeton University, with John Ikenberry of Princeton University, the Stanley Foundation, and CIGI. Chaired panel on “Governance Challenges: Energy, Environment, and Public Health” (January 8-9, 2010).
- Participated in conference on “Leadership and the Global Governance Agenda,” in Beijing, China, sponsored by CICIR and the Stanley Foundation (November 9-11, 2009).
- Met with Eric Schwartz, assistant secretary of state for population, refugees, and migration, to discuss the administration’s humanitarian assistance policies, including opportunities for strengthening U.S. and multilateral responses to complex emergencies (November 6, 2010).
- Met with NSC Senior Director for Multilateral Affairs Samantha Power to get her candid assessment of prospects and potential strategies for UN Security Council reform (October 6, 2010).
- Met with Warren Bass, senior advisor to U.S. Ambassador to the United Nations Susan Rice (September 9, 2010).
- Met with Anne-Marie Slaughter, director of the State Department’s policy planning staff, to discuss emerging U.S. government ideas related to global governance reform, including the future of the G8/G20, UN Security Council Reform, and thoughts on integrating rising powers into current global institutions (July 6, 2010).

- Featured speaker at the National Intelligence Council workshop organized by John Ikenberry, "What if Global Governance Fails?" (November 13, 2009).
- Attended small roundtable discussion at the State Department with Assistant Secretary for International Organizations Esther Brimmer to discuss Obama administration goals to improve and reform multilateral agencies. Other participants included the U.S. envoys to the International Atomic Energy Agency (IAEA) (and other Vienna UN agencies), the Food and Agriculture Organization (and other Rome agencies), and the International Organizations bureau's deputy assistant secretary for human rights (January 5, 2010).

Publications by Stewart Patrick:

- "The G20 and the Future of Multilateralism: Opportunities for the United States," Century Foundation (expected publication August 2010).
- "Brazil Seeking Security," National Interest Online (June 28, 2010).
- "Time for G20 to Seize its Potential," *China Daily* (June 25, 2010).
- "Obama's NSS: Promise and Pitfalls," *CFR Expert Roundup* (May 28, 2010).
- "the United States, and Global Governance: Shifting Foundations of World Order," *CFR Meeting Report* (March 2010).
- "Global Governance Reform: An American View of U.S. Leadership," Stanley Foundation (February 2010).
- "Tricky Path to U.S. Revival," *CFR Expert Roundup* (January 28, 2010).
- "'Ungoverned Spaces' a Threat?" *CFR Expert Brief* (January 11, 2010).
- "Role in the 'New Era of Engagement'," *CFR Expert Brief* (November 10, 2009).
- "Present at the Creation of a New Economic Order," *CFR First Take* (September 25, 2009).
- "Americans Want from the United Nations," *CFR Expert Brief* (September 22, 2009).
- "at the UN: The Burden of the Anti-Bush," *CFR Expert Brief* (September 21 2009).
- "The Mission Determines the Coalition: The United States and Multilateral Cooperation after 9/11," *Cooperating for Peace and Security*, (New York: Cambridge University Press, 2009).
- "Prix Fixe and à la Carte: Avoiding False Multilateral Choices," *Washington Quarterly*, vol. 332, no. 4, (October 2009). Patrick held a roundtable event in Washington to discuss the paper.
- Patrick's manuscript for *Weak States, Global Threats, and International Security* has been completed and submitted to Oxford University Press (OUP). CFR President Richard Haass has agreed to designate it a Council on Foreign Relations book. The book analyzes the contention that today's transnational threats emanate most frequently from weak and failing states. The book's thesis is that the connections between these two phenomena are far more tenuous and contingent than often assumed. After a chapter that explains how to think about state weakness/fragility (including an index done with Susan Rice), separate chapters use a combination of global data and case studies to examine the actual connection between weak/dysfunctional governance and five major security threats: (1) transnational terrorism; (2) proliferation of weapons of mass destruction; (3) transnational crime; (4) energy insecurity; and (5) infectious disease. OUP sent the manuscript to two external reviewers, both of whom recommended publication.

Media Interviews by Stewart Patrick:

Over the past year, Patrick has been interviewed by numerous print, radio, television, and web outlets for his opinions on international institutions and global governance challenges. This has included interviews and appearances in the following outlets: ABC, AFP, AP Television, BBC America, BBC Radio, Bloomberg, CBC Newsworld, CBS Evening News, Christian Science Monitor, CNN, Financial Times, Foreign Policy Magazine, German TV Network, MSNBC, NBC Nightly News, New York Times, NPR, Wall Street Journal, Reuters, Washington Diplomat, and Washington Post.

2) Global Governance Monitor

Project Director: Stewart Patrick, Senior Fellow and IIGG Director

The Global Governance Monitor can be found on the CFR website at: www.cfr.org/ggmonitor

The Global Governance Monitor is a web-based application designed to map and evaluate multilateral efforts to address the world's most pressing global challenges. The Global Governance Monitor is a coproduction of the IIGG program and the multimedia firm MediaStorm—with invaluable assistance from CFR's web development team and CFR.org.

In the past year, the IIGG program has launched four components of the Global Governance Monitor. The first component tracks the status and effectiveness of international cooperation on nuclear nonproliferation, and demonstrates that multilateral instruments for combating proliferation are often weak and unable to meet current challenges. In particular, *Governance Monitor: Nuclear Proliferation* shows how international organizations have—with only a few exceptions—taken a backseat to ad hoc forums of interested parties, such as the Six Party Talks on North Korea and the P5+1 grouping on Iran.

The second component assesses the global financial regime and its ability to adapt to globalization. *Governance Monitor: Finance* shows that despite frameworks and institutions aimed at maintaining financial stability, the policy response is sometimes weak, or even too late. States continue to regularly disagree on fundamental financial issues, including the sources and solutions for global financial problems. Despite the emergence of the G20 as the new global forum for economic issues, there is still a need for more cohesion and regulation for international finance.

The third component, *Governance Monitor: Oceans*, looks at multilateral and regional efforts to sustain our oceans. Oceans are threatened by a dizzying array of dangers, from piracy to climate change. While the United Nations Convention on the Law of the Sea offers fundamental legal principles for ocean governance, it suffers several serious limitations, and much work remains in coordinating national actions within and across regions.

The fourth component of the Global Governance Monitor explores options to tackle climate change. *Governance Monitor: Climate Change* recognizes that existing approaches like the Kyoto Protocol have not been effective enough in responding to the challenge, and that the recent climate conference in Copenhagen further highlighted how much work remains in coordinating national actions and strengthening global climate policy. This component shows that in order to effectively address the threat of climate change, countries must embrace more effective multilateral governance and international institutions.

Each component of the Global Governance Monitor includes six chapters:

1. a cinematic overview;
2. an interactive timeline tracing the history of international efforts to strengthen the regime;
3. an issue brief summarizing the current status of the regime;
4. a matrix cataloguing relevant international treaties, organizations, initiatives, and UN Security Council resolutions;
5. an interactive map detailing critical countries and institutions; and
6. a resource guide for further information on the topic.

New components will be added to the Global Governance Monitor periodically to encompass ten global issue areas, including global health, violent conflict, terrorism, trade, human rights, and transnational crime.

In producing the Global Governance Monitor, the IIGG program has made CFR a leading portal for detailed information and analysis on multilateral efforts to address global challenges. Beyond updating the Global Governance Monitor on a regular basis, the IIGG program may institute an annual "year in review" that assesses progress in each regime over the preceding twelve months.

3) Public Opinion on Global Issues

Project Director: Stewart Patrick, Senior Fellow and IIGG Director, and Steven Kull, Program on International Policy Attitudes (PIPA) at the University of Maryland

Public Opinion on Global Issues can be found on the CFR website at: www.cfr.org/publicopinion

Public Opinion on Global Issues is an online digest offering the most comprehensive source of aggregated and analyzed public opinion data on international issues accessible to the public. The digest synthesizes more than one hundred U.S. and global public opinion surveys conducted over the past decade by many of the world's premier research organizations and analyzes them along ten major issue areas: world order, international institutions, violent conflict, terrorism, nuclear proliferation, the environment, energy security, the global economy, economic development, and human rights.

The digest is unique in juxtaposing U.S. and global public opinion, thereby revealing those areas where U.S. attitudes either diverge from (or align with) those of the global majority. For example, *Public Opinion on Global Issues* finds: "Compared to many Europeans, the American public is slightly more inclined to countenance the use of military force and other coercive methods by the United Nations and multilateral alliances. Americans also show slightly greater skepticism than residents of other developed nations about international regulation, for instance in international finance or climate change, and they reveal relatively more trust in the private sector."

The digest's findings also include:

- **Nuclear Proliferation:** Large majorities around the world, including in countries with nuclear arms, favor an international agreement to eliminate all nuclear weapons, with stringent inspection provisions. Publics worldwide also favor a new United Nations regime that would stop new countries from creating nuclear fuel, and instead supply them with the fuel they need for energy production. Publics in the United States and other countries polled support the entry into force of the Comprehensive Test Ban Treaty (CTBT), and most also favor the UN Security Council having the right to authorize military force to prevent a country from acquiring nuclear weapons.
- **The United Nations:** Publics around the globe believe that the UN plays a positive international role, although they are often disappointed by the UN's actual performance and support its reform. Publics around the world believe the UN Security Council has not only the right but also the responsibility to prevent or end gross human rights abuses such as genocide. Majorities or pluralities in all nations polled want the UN to actively promote human rights and they reject the argument that this would be improper interference in sovereign affairs.
- **World Trade:** International polls find strong support for globalization, tempered with anxiety that its pace is too fast. Majorities in most countries view international trade as positive for their nation, support the World Trade Organization (WTO), and believe their government should comply with adverse WTO decisions. At the same time, overwhelming majorities support the inclusion of labor and environmental standards in trade agreements.
- **Global Finance:** In the wake of the global recession, publics in most countries around the world—with the exception of the United States—strongly support the idea of a global regulatory body to ensure that

big financial institutions follow international standards. Assessments of the World Bank and International Monetary Fund (IMF) are mildly positive in most (though not all) countries.

- **Climate Change:** In every international poll, majorities in all countries, including the United States, say that global warming is a threat, action needs to be taken, and such an adjustment will entail lifestyle changes in their own country. Majorities in developing as well as developed countries think that developing countries have a responsibility to limit their emissions in an effort to deal with climate change.
- **World Order:** Publics around the world—including in the United States—are strongly internationalist in orientation. They believe that global challenges are simply too complex and daunting to be addressed by unilateral or even regional means. In every country polled, most people support a global system based on the rule of law, international treaties, and robust multilateral institutions. Large majorities, including among Americans, reject a hegemonic role for the United States, but do want the United States to participate in multilateral efforts to address international issues.

Public Opinion on Global Issues was released online in November 2009 and formally launched at a CFR event, “Does Public Opinion Matter?” (December 4, 2009). The IIGG program plans to update *Public Opinion on Global Issues* in FY11.

4) Council Special Report: *The Future of NATO*

Author: Jim Goldgeier, Whitney Shepardson Senior Fellow for Transatlantic Relations

The Future of NATO can be found on the CFR website at: www.cfr.org/NATO_csr

The Future of NATO responds to numerous questions facing the alliance: Is the North Atlantic Treaty Organization (NATO) well positioned to defend its members from terrorism and the proliferation of weapons of mass destruction? How can the United States and its NATO allies better cooperate with Russia? How can NATO member states better work with the EU to combat nontraditional security threats, such as cyberattacks, disruptions in energy supplies, and piracy? What does collective defense mean in the twenty-first century? How should NATO develop its relationships with non-European democratic partners?

Advisory committee meetings for *The Future of NATO* featured James Goldgeier, the report’s author and CFR’s Whitney Shepardson senior fellow for transatlantic relations, and were chaired by IIGG director Stewart Patrick (October 1, 2009, and June 16, 2009).

Related Meetings and Briefings:

- Goldgeier traveled to Brussels to meet with officials from NATO and the Supreme Headquarters Allied Powers Europe (SHAPE), including Jamie Shea, head of policy planning at NATO; the U.S., French, and German ambassadors to NATO; and General John McColl, deputy supreme allied commander Europe (SACEUR) (June 8-10, 2009).
- Goldgeier briefed the Portuguese Institute of International Relations on the future of NATO as part of a larger conference on NATO in the twenty-first century (May 17, 2010).
- Goldgeier met with Assistant Secretary of Defense Alexander Vershbow and other Pentagon officials working on NATO (May 15-31, 2009).
- Goldgeier held a congressional roundtable briefing (invited senior Congressional staff) (March 26, 2010).

5) U.S.-UN Roundtable Series and the United Nations Roundtable Series

Project Directors: Stewart Patrick, Senior Fellow and IIGG Director; Micah Zenko, Fellow for Conflict Prevention; and Kara McDonald, International Affairs Fellow in Residence

The roundtable series can be found on the CFR website at:

http://www.cfr.org/project/1418/center_for_preventive_action_united_nations_roundtable_series.html

The off-the-record U.S.-UN roundtable series seek to organize high-level discussions with senior UN officials, including officials from member states and regional organizations, on timely issues related to conflict prevention, peacekeeping, and international security. A core group of invitees from member state governments, the private sector, and nongovernmental communities participate in these discussions. The goal of these roundtable meetings is to raise awareness of the role of the United Nations in addressing critical issues of peace and security. During the past year, CFR's Stewart Patrick, Micah Zenko, and Kara McDonald presided at eight sessions of these roundtable series in New York and Washington, DC.

Meetings Included:

- "Assessing UN and U.S. Policy for Somalia," with Joao Honwana, director of Africa I Division of the UN Department of Political Affairs, and Bronwyn Bruton, CFR international affairs fellow (April 6, 2010).
- "Iran Sanctions: Negotiating a Fourth Round of UN Security Council Sanctions on Iran," with Brian Hook of Latitude, LLC, and Patrick Clawson of the Washington Institute for Near East Policy (March 16, 2010).
- "France-UK-U.S. Cooperation in the UN Security Council and Beyond," with UN permanent representatives from France, United Kingdom, and United States (January 27, 2010),
- "Operationalizing the Responsibility to Protect and the Challenge of Genocide Prevention in the United Nations," with Ed Luck, UN special adviser to the secretary-general, and Francis Deng, UN special adviser to the secretary-general on the prevention of genocide (January 13, 2010).
- "Lessons Learned by Non-Permanent Members of the UN Security Council," with ambassadors and permanent representatives to the UN Minh (Vietnam), Vilovic (Croatia), and Urbina (Costa Rica) (December 16, 2009).
- "The Middle East Peace Process: A Conversation with Robert Serry," with Robert Serry, UN special coordinator for the Middle East peace process (September 21, 2009).
- "Relief and Development in a New Era of U.S. Engagement," with Gayle Smith of the U.S. National Security Council
- (September 10, 2009).

Related Publications by Micah Zenko and Kara McDonald:

- Micah Zenko and CFR Senior Fellow Michael Levi, "[Three Steps to Reducing Nuclear Terrorism](#)," *Christian Science Monitor* (January 25, 2010).
- Micah Zenko, "[Day of Reckoning for Iran: The Decision-Point on the Nuclear Weapons Program is Upon Us](#)," *New York Daily News* (November 25, 2009).
- Micah Zenko, "UN Early Warning for Preventing Conflict: The Real, Not the Ideal," pending peer review by *International Peacekeeping*.
- Kara McDonald, "[Celebrities, Stay Home](#)," *Foreign Policy* (February 4, 2010).
- Kara McDonald, "[Troubling Turnover on UN Security Council](#)," *CFR Expert Brief* (October 15, 2009).
- Kara McDonald, "[Righting the Wrongs of the UN's Top Human Rights Body](#)," *CFR Expert Brief* (May 13, 2009).

6) Princeton Conference on New Foundations for Global Governance

Project Director: Stewart Patrick, Senior Fellow and IIGG Director, in collaboration with Princeton University, the Stanley Foundation, and the Center for International Governance Innovation (January 8-9, 2010)

The conference can be found on the Princeton University website at: <http://www.princeton.edu/ciss/seminar->

The New Foundations for Global Governance conference at Princeton University gathered an intimate group of regional experts from academia, government, and think tanks to explore the current structures of international cooperation and the gaps and shortcomings in existing arrangements. The sessions included panels on the shifting foundations of global governance, multilateral security institutions, international economic institutions, energy, the environment, public health, the rise of Asia, and the challenge of governance.

B. Countering transnational threats

1) Council Special Report: *Strengthening the Nuclear Nonproliferation Regime* Author: Paul Lettow, Adjunct Senior Fellow for National Security Studies

Strengthening the Nuclear Nonproliferation Regime can be found on the CFR website at:
www.cfr.org/nonproliferation_csr

This Council Special Report, written by Adjunct Senior Fellow Paul Lettow, proposes a U.S. strategy for strengthening the international nuclear nonproliferation regime. It places the regime's major gaps and flaws in historical and political context, and assesses ongoing U.S. attempts to bolster the regime. The report focuses on measures that the United States can pursue in the short term—the next year or two—to advance the nonproliferation regime's effectiveness in addressing proliferation challenges that threaten U.S. security. The proposed strategy would integrate efforts to fill gaps, such as the Proliferation Security Initiative (PSI) and UN Security Council Resolution 1540, with increased progress on the contested issue of enrichment and reprocessing. *Strengthening the Nuclear Nonproliferation Regime* emphasizes priorities such as disincentivizing potentially dangerous activities, coordination among nuclear suppliers, and enforcement. The report was released in April 2010.

Lettow's work on strengthening the nuclear nonproliferation regime served as a basis for a draft congressional resolution. His work on nuclear abolition has also been cited in the media, and he has personally spoken with and provided written analysis to news and opinion journalists. Lettow has also conducted formal and informal conversations with congressional and NSC staff, officials from the U.S. intelligence community, and foreign embassies and governments (including those of India, Denmark, and Japan). In April, Lettow spoke at a CFR meeting on a panel of nonproliferation experts, and held a brownbag lunch for CFR junior staff to discuss nonproliferation. Lettow plans to speak at a meeting of congressional chiefs of staff during the next few months.

Advisory committee meetings for *Strengthening the Nuclear Nonproliferation Regime* featured Paul Lettow and were chaired by John Barker of Arnold & Porter (May 6, 2009 and June 9, 2009).

2) Nuclear Nonproliferation Roundtable Series Project Director: Paul Lettow, Adjunct Senior Fellow for National Security Studies

The Nuclear Nonproliferation roundtable series examines the major challenges and opportunities available to strengthen the nonproliferation regime. Lettow held three roundtable meetings during 2010:

— “The United States, the IAEA, and the NPT Review Conference,” with Ambassador Glyn Davies, U.S. ambassador to the IAEA (May 3, 2010).

- “The Nuclear Posture Review,” with Brad Roberts, deputy assistant secretary of defense for nuclear and missile defense policy (April 19, 2010).
- “The Obama Administration’s Nuclear Nonproliferation Policy,” with Robert Einhorn, special advisor for nonproliferation and arms control, U.S. State Department (March 25, 2010).

3) IIGG Working Paper: “Seeking Nuclear Security Through Greater International Coordination”
Authors: Jack Boureston, Managing Director, First Watch International, and Tanya Ogilvie-White, Senior Lecturer, International Relations, University of Canterbury, New Zealand (March 2010)

The report is available on CFR’s website at: www.cfr.org/seeking_nuclear_security/

In April 2009, U.S. President Barack Obama identified nuclear terrorism as the gravest threat to the United States. But debates in the main decision-making bodies in Vienna and New York reveal strong resistance to measures that would strengthen the nuclear security regime. This working paper by Jack Boureston and Tanya Ogilvie-White offers suggestions to strengthen the nuclear security regime and achieve the four-year goal set by President Obama to secure all vulnerable nuclear materials around the world. The paper concludes that the time-consuming task of forging international consensus will be essential to preventing what Graham Allison has called “the ultimate preventable catastrophe”—a nuclear terrorist attack.

“Seeking Nuclear Security Through Greater International Coordination” was sent to 1400 experts at the end of March 2010, in advance of President Obama’s Nuclear Security Summit. Tanya Ogilvie-White also distributed hard copies of the paper at the Nuclear Security Summit.

4) IIGG Working Paper: “Controlling the Further Spread of Nuclear Weapons”
Author: Henry Sokolski, Executive Director, Nonproliferation Policy Education Center (April 2010)

The report is available on CFR’s website at: www.cfr.org/nuclearcontrols/

At the Nuclear Nonproliferation Treaty (NPT) review conference in May 2010, the topic of nuclear disarmament was extensively discussed. But by their nature, large-scale international efforts require consensus among a multitude of parties. Efforts to control nuclear weapons and their associated technologies run into particular technical limits. In this working paper, Henry Sokolski argues that current U.S. political will to reduce nuclear dangers should be channeled into a practical set of control measures that are more likely to secure bipartisan support and can begin to be implemented without the legal consent of other states.

“Controlling the Further Spread of Nuclear Weapons” was sent to 1,300 experts at the end of April 2010, in advance of the NPT review conference.

Related Meetings:

- “The United States, the IAEA and the NPT Review Conference: A Discussion with Ambassador Glyn Davies,” with Ambassador Glyn Davies, U.S. ambassador to the IAEA (May 3, 2010).
- Event with senior congressional staff (July 14, 2010).

C. Protecting the environment and promoting energy security

1) Working Paper: “Harnessing International Institutions to Address Climate Change”

Author: Katherine Michonski, CFR Research Associate, and Michael A. Levi, CFR David M. Rubenstein Senior Fellow for Energy and the Environment and Director of the Program on Energy Security and Climate Change (March 2010)

The report is available at: www.cfr.org/climateinstitutions.

While most discussions of international institutions that address climate change focus narrowly on the work of the United Nations Framework Convention on Climate Change (UNFCCC), many other international institutions also have a significant role to play in mitigating and adapting to the effects of climate change. This working paper examines current climate-related efforts and capacity, as well as the future potential of a variety of international institutions, including those that deal with environment, energy, and economics. While major gaps remain to be filled, the paper argues that there is significant existing institutional capacity to draw from in addressing climate change.

Related Publications by Michael Levi and Katherine Michonski:

- Michael Levi and Katherine Michonski, "Power Banking" *Foreign Policy Magazine* (April 7, 2010).
- Michael Levi, "Copenhagen's Inconvenient Truth," *Foreign Affairs* (September/October 2009).

2) Workshop: Mexico and COP-16

Project Director: Shannon O'Neil, Douglas Dillon Fellow for Latin American Studies, and Michael Levi, David M. Rubenstein Senior Fellow for Energy and the Environment and Director of the Program on Energy Security and Climate Change (May 2010)

The workshop provided representatives of the Mexican government with context and perspective on the sixteenth Conference of the Parties (COP-16) to the UNFCCC. Involving undersecretaries from the main ministries and Mexico's top climate negotiators, the workshop focused on U.S. and Chinese energy policy, the prospects of combining UN climate negotiations with other forums like the G20, and a brainstorming session. Other sessions included a meeting with the Mexican president's chief of staff, lunch with influential members of academia, the media, and nongovernmental organizations, and an open panel that drew nearly two hundred people.

3) Strategic Ocean Governance Roundtable Series

Project Director: Scott Borgerson, Visiting Fellow for Ocean Governance

This roundtable series examined ocean governance issues of strategic importance to the United States. Borgerson's events were interdisciplinary in focus and covered such ocean governance challenges as the melting Arctic, the rise of China's navy, and the collapse of fisheries.

Meetings Included:

- "Critical Choices in Ocean Governance," with Senator Sheldon Whitehouse (D-RI); Admiral Thad Allen, commandant of the U.S. Coast Guard; David Rockefeller Jr., president and founder of Sailors for the Sea; Tom Fry, former president of the National Ocean Industries Association (March 8, 2010).
- "Adapting to Climate Change in the Arctic: Coordinating a Federal, State, and Private Sector Response," with Senator Lisa Murkowski (D-AK), Senator Mark Begich (D-AK), and Mayor Itta, president of the Inuit Circumpolar Conference (March 1, 2010).
- "Creating a National Oceans Policy: A White House Perspective," with Nancy H. Sutley of the White House Council on Environmental Quality (October 14, 2009).

D. Understanding emerging powers

1) Emerging Powers, International Institutions, and World Order Meeting Series Project Director: Stewart Patrick, Senior Fellow and IIGG Director

Emerging Powers and International Institutions Meeting Series can be found on the CFR website at: www.cfr.org/emergingpowers/

Historically, accommodating the rise of new powers has been a perennial challenge of world politics, with failure to negotiate such transitions often contributing to instability, both regional and global. In addition, few of today's global threats, from climate change to nuclear proliferation, can be addressed without the involvement of major emerging powers. Accordingly, the United States and other established powers have a long-term interest in ensuring that rising powers become pillars of a rules-based international order. Likewise, major emerging powers are gaining positions of increased international influence and have a natural interest in engaging established powers on reforming outdated institutions of global governance. To better understand the priorities of today's emerging powers, and their potential contribution to resolving global challenges, the IIGG program sponsored three meetings: one in Washington, DC, one in Rio de Janeiro, Brazil, and one in Beijing, China. A fourth meeting in New Delhi, India, is scheduled for October 2010.

Meetings Included:

- "China, the United States and Global Governance: Shifting Foundations of World Order," Beijing, China (March 15-17, 2010).
- "Rising Brazil: Implications for World Order and International Institutions," Rio de Janeiro, Brazil (December 9-10, 2009).
- "Cultivating 'Responsible Stakeholders': Emerging Powers and International Institutions," Washington, DC (September 11, 2009).

Related Publications:

- Stewart Patrick, "[Brazil Seeking Security](#)," *The National Interest* (June 28, 2010).
- Charles Kupchan, "[Soothing China-U.S. Relations](#)," *International Herald Tribune* (March 30, 2010).
- Sebastian Mallaby, "[For Rising China, an Identity Crisis](#)," *Washington Post* (March 26, 2010).
- Sebastian Mallaby, "[Currency Spat Reveals a Nervous Chinese Autocracy](#)," *Washington Post* (March 19, 2010).
- Sebastian Mallaby, "[Brazil's China Headache](#)," *Washington Post*, (December 14, 2009).

2) IIGG Annual Conference: Rising Powers and Global Institutions in the Twenty-First Century (May 19, 2010)

Project Director: Stewart Patrick, Senior Fellow and IIGG Director

The conference agenda, audio and video transcripts, and meeting summary report can be found on the CFR website at: www.cfr.org/2010iiggsymposium

Effective multilateral cooperation requires some degree of buy-in from each of the world's major powers. But global power is shifting, creating new challenges and opportunities for global governance. Ultimately, the world order of the twenty-first century will reflect compromises between established powers—including the United States, the European Union, and Japan—and emerging ones—including China, India, and Brazil. On May 19, 2010, the IIGG program hosted its second annual conference to examine the implications of rising powers for the reform of international institutions and effective multilateral cooperation.

The first session, “Global Economic Governance: Progress and Prospects in the G20, International Monetary Fund, and World Bank,” assessed the future of the G20 and of the Bretton Woods institutions, including ongoing efforts to overhaul the World Bank and the IMF. It brought together panelists Eli Whitney Debevoise II, partner at Arnold & Porter LLP and former U.S. executive director of the World Bank; Arvind Subramanian, senior fellow at the Peter G. Peterson Institute for International Economics and at the Center for Global Development; and Antoine van Agtmael, chairman and chief investment officer of Emerging Markets Management, LLC, and director of the Strategic Investment Group. David E. Sanger, chief Washington correspondent for the *New York Times*, presided.

The second session, “Global Security Institutions: The Nonproliferation Regime,” considered the implications of rising powers for efforts to control the spread of nuclear weapons and technology. This panel featured Nobuyasu Abe, former UN undersecretary-general for disarmament affairs; Graham T. Allison, director of the Belfer Center for Science and International Affairs and Douglas Dillon Professor of Government at Harvard University; and Abdul S. Minty, governor of the IAEA board. Alexander T.J. Lennon, editor in chief of the *Washington Quarterly* and senior fellow of the international security program at CSIS, presided.

The keynote address by James Steinberg, deputy secretary of the U.S. Department of State, concluded the event by discussing the Obama administration’s policies toward rising powers and global institutions. Karen DeYoung, associate editor and chief correspondent of the *Washington Post*, presided.

3) Council Special Report: *The United States in the New Asia*

Authors: Evan A. Feigenbaum, Adjunct Senior Fellow for East, Central, and South Asia and Robert A. Manning, Senior Advisor to the Atlantic Council

The United States in the New Asia can be found on the CFR website at: www.cfr.org/new_asia

Most of the efforts at institution-building in Asia over the past decade have produced exceptionally modest results. But groups such as the Association of Southeast Asian Nations Plus Three (ASEAN+3), from which Washington is excluded, are becoming the locus of the region’s economic and financial integration. As a result, the United States’ traditional “hub and spokes” approach to Asia—with the United States as the hub, bilateral alliances as the spokes, and multilateral institutions largely at the margins of American policy—has become unsustainable. *The United States in the New Asia* suggests policy guidelines for a new U.S. approach to the new Asian landscape. Part of the new approach means acknowledging that some Asian regionalism is inevitable; however, without vigorous engagement, especially multilateral trade engagement and liberalization, American credibility and influence will wane.

Related Meetings and Publications:

- Advisory committee meeting for *The United States in the New Asia* featured Evan Feigenbaum and Robert A. Manning (October 2, 2009).
- Corporate conference call (November 17, 2009).
- *Financial Times* op-ed (November 12, 2009).
- Podcast on CFR.org on the United States in Asia (November 11, 2009)
- Media conference call on Obama’s trip to Asia (November 9, 2009)

E. Other notable IIGG projects

1) IIGG Working Paper: “The Challenges of Global Health Governance”

Author: David P. Fidler, James Louis Calamaras Professor of Law, Indiana University School of Law (May 2010)

The report is available on CFR’s website at: www.cfr.org/healthgovernance/

Over the past fifteen years, the world has witnessed a revolution in global health governance. Funding levels have surged, new organizations and initiatives have emerged, and philanthropic actors now compete with national governments in driving the global health agenda. Once considered a humanitarian issue, global health is now a first-order foreign policy concern. Nevertheless, today’s framework for global health governance suffers from multiple deficiencies, limiting its potential to improve the lives of individuals worldwide. In this working paper, David Fidler provides recommendations for crafting a comprehensive global health strategy for the U.S. government, embedding global health as a priority in the G20, strengthening health cooperation within regional organizations, and integrating health considerations into other global governance debates, such as those surrounding trade and climate change.

“The Challenges of Global Health Governance” was sent to 904 experts at the end of May 2010.

CFR and author David Fidler were awarded the Global Accelerator Award from The Innovation Cell of the University of Toronto for the working paper.

2) IIGG/Center for Geoeconomic Studies Working Paper: “Global Imbalances, National Rebalancing, and the Political Economy of Recovery”

Author: Jeffry A. Frieden, Professor of Government, Harvard University

The report is available on CFR’s website at: www.cfr.org/globalimbalances/

Global macroeconomic imbalances—massive borrowing by some countries and massive lending by others—drove the financial boom and bubble that eventually burst into the current crisis. These imbalances are now shrinking, creating a new risk—this time, a political one. Nations that have relied on foreign borrowing to fuel government and household spending will have to cut back drastically; nations that have relied on exports as the engine of economic growth will have to rely less on foreign markets; in both cases, powerful interests will be threatened. In this working paper, Jeffry A. Frieden reviews the historical record on the political fallout from the unraveling of macroeconomic imbalances. He warns that the coming adjustments may test the capacity of national governments and international institutions to maintain an open international economic order.

3) Regional Impulses in Northeast Asia: Northeast Asia Security Architecture project

Director: Sheila Smith, Senior Fellow for Japan Studies

Information on the Northeast Asia Security Architecture Project can be found on the CFR website at: www.cfr.org/northeast_asia_security_architecture_project.

The Northeast Asia Security Architecture project began in 2007 as a track-two dialogue among Japanese, South Korean, Chinese, and U.S. experts on Northeast Asian regionalism. Workshops were held across the region, first in Tokyo, then in Washington, DC, Seoul, and Beijing. CFR’s expert team engaged important foreign policymakers in each government on the prospects for success in the Six Party Talks, as well as on the question of how best to organize an agenda for security cooperation in Northeast Asia.

The Northeast Asia Security Architecture workshops and papers offer a window into the rapidly expanding opportunities for Washington to engage more forcefully and more deeply in the effort to build relationships designed to address shared challenges. The final workshop continued the dialogue begun in May and was held on October 13, 2009, in Tokyo in collaboration with the Japan Center for International Exchange (JCIE). The discussions were lively and timely given the transitional phase of Japan's new government.

Meetings Included:

- “The Future of the North Korea Question and Prospects for Regional Security,” with Tadashi Yamamoto, president of the Japan Center for International Exchange (October 14, 2009).
- “Regional Impulses in Northeast Asia Workshop,” Tokyo, Japan (October 13, 2009).

4) Rule of Law and U.S. Foreign Policy Roundtable Series

Project Director: Matthew Waxman, Adjunct Senior Fellow in Law and Foreign Policy

This off-the-record roundtable series served as a venue for policymakers, scholars, legal professionals, and journalists to exchange ideas and reach conclusions on issues at the intersection of international law and U.S. foreign policy. During the reporting period, Matthew Waxman's series focused on U.S. policy toward the ICC and the intersection between security and financial power and regulation.

Meetings Included:

- “Foreign Direct Investment Regulation and National Security,” with Mario Mancuso, former undersecretary for industry and security at the U.S. Department of Commerce (November 11, 2009).
- “Smart Financial Power and National Security,” with Juan C. Zarate, former deputy assistant to the president and deputy national security adviser for combating terrorism at the NSC (October 21, 2009).
- “U.S. Policy Toward the International Criminal Court,” with Patricia M. Wald, former judge of the International Criminal Tribunal for the Former Yugoslavia, and William H. Taft IV, former legal adviser of the U.S. Department of State (July 14, 2009).

5) International and National Security Law Roundtable Series

Project Director: John Bellinger, Adjunct Senior Fellow for International and National Security Law

This was a complementary off-the-record roundtable series to the one listed above, acting as a venue for policymakers, scholars, legal professionals, and journalists to exchange ideas and reach conclusions on issues at the intersection of law and U.S. foreign policy. During the reporting period, John Bellinger's roundtable series focused on the practice and theory surrounding the International Criminal Court.

Meetings Included:

- “International Criminal Tribunals: Lessons from Yugoslavia, Rwanda, Sierra Leone, and Cambodia,” with Clint Williamson, former U.S. ambassador-at-large for war crimes issues, and Richard Dicker, director at Human Rights Watch (November 30, 2009).
- “The International Criminal Court and the Crime of Aggression,” His Royal Highness Prince Zeid Ra'Ad Al-Hussein, ambassador of the Hashemite Kingdom of Jordan to the United States (October 20, 2009).

6) Council Special Report: *Intervention to Stop Genocide and Mass Atrocities*

Author: Matthew Waxman, Adjunct Senior Fellow for Law and Foreign Policy

Intervention to Stop Genocide and Mass Atrocities can be found on the CFR website at:
www.cfr.org/mass_atrocities

Recent events in Darfur raise the familiar question of whether the current international legal system facilitates the kind of early, decisive, and coherent action—especially with respect to military force—needed to effectively combat genocide and mass atrocities. In December 2009, the IIGG program released *Intervention to Stop Genocide and Mass Atrocities*. In this report, Matthew Waxman argues that the features of the UN Charter that help resolve security crises peacefully make it difficult to generate the rapid action needed to deter or roll them back, especially with several permanent UN Security Council members hostile to specific interventions or such interventions generally. Waxman urges the United States and other UN Security Council members to improve the responsiveness of the existing UN Security Council and, if the UN fails to act in future mass atrocity crises, to take the necessary action to address them.

Advisory committee meetings for *Intervention to Stop Genocide and Mass Atrocities* featured Matthew Waxman and were chaired by IIGG director Stewart Patrick (June 25, 2009, and July 29, 2009).

7) Additional Events

The Robina grant supported the following events, which all fell under the mandate and scope of the IIGG program.

National Program Events

The National Program, which supports CFR members who reside outside of New York and Washington, DC, (over one-third of CFR's membership) is centered on small foreign policy seminars and roundtables that give CFR members and other leaders the opportunity to engage in CFR's work.

National Program Events Included:

- CFR Fellow Shannon O'Neil led a conference call with state and local officials on the challenges of Mexico's drug wars (March 19, 2010).
- CFR Adjunct Senior Fellow Matthew Waxman led an academic conference call on intervention to stop genocide and mass atrocities (February 24, 2010).
- CFR Senior Fellow Michael Levi led a religion and foreign policy conference call on what comes next after Copenhagen (January 14, 2010).
- CFR Senior Fellow Michael Levi led an academic conference call on climate change and Copenhagen (December 3, 2009).
- Former CFR Senior Fellow Stephen Flynn led a National Program Roundtable in San Francisco on homeland security under the Obama administration (December 2, 2009).
- Former CFR Senior Fellow Charles Ferguson led a National Program Roundtable in Tokyo on U.S. Nuclear Weapons Policy (October 23, 2009).
- CFR Senior Fellow Marc Levinson led a conference call with state and local officials on U.S. trade policy and the value of the dollar (October 21, 2009).

General Meetings

CFR General Meetings provide a forum to engage CFR members in New York and Washington, DC, with prominent leaders and experts from government, international institutions, and academia to discuss current affairs and global issues.

General Meetings included:

- "On Deck for Ontario: Preview of the G20 and G8 Summits," with Robert C. Fauver, Fauver Associates, and Faryar Shirzad, Goldman Sachs (June 22, 2010)
- "India and the United States: An Agenda for Strategic Partnership," with Nirupama Rao, foreign secretary of India, and Nisid Hajari, director of editorial development at *Newsweek* (March 17, 2010).
- "Pursuing International Justice," with Luis Moreno-Ocampo, prosecutor of the ICC (February 4, 2010).
- "Stimulus in a Volatile Financial World," with Justin Yifu Lin of the World Bank Group and Harry Broadman of the Albright Group (January 14, 2010).
- "Symposium on Organized Crime in the Western Hemisphere: An Overlooked Threat?" with CFR Senior Vice President James Lindsay, David Holiday of the Open Society Institute, William F. Wechsler of the U.S. Department of Defense, and Lee Wolosky of Boies, Schiller, & Flexner, LLP (November 18, 2009).
- "Countdown to Copenhagen and the Climate Change Legislative Imperative," Bernard L. Schwartz Lecture on Business and Foreign Policy with James Rodgers of Duke Energy Corporation and William Weld of McDermott, Will & Emery (November 10, 2009).
- "The G20 Summit in Pittsburgh," featuring Michael Froman, deputy national security advisor for international economic affairs and White House liaison to the G20 (September 29, 2009).
- "A Conversation with Javier Solana," with Javier Solana, secretary-general of the Council of the European Union and the Western European Union, and CFR President Richard Haass (September 24, 2009).
- "Previewing Pittsburgh: The G20 and the Global Economy," with David Wessel of the *Wall Street Journal*, Edwin Truman of the Peter G. Peterson Institute for International Economics, Kenneth Rogoff of Harvard University, and Megan McArdle of Atlantic Monthly Press (September 18, 2009).
- "A Conversation with U.S. Secretary of State Hillary Rodham Clinton," with U.S. Secretary of State Hillary Rodham Clinton and CFR President Richard Haass (July 15, 2009).

Congressional Senior Staff Roundtables, Expert Bank Briefings, and House Chiefs of Staff Luncheons

These events engage members of Congress and their staffs on both sides of the aisle in conversation about and analysis of critical international issues.

Meetings Included:

- "Northeast Asia's Security Architecture," with CFR Senior Fellow Sheila Smith, who discussed the new regional approach taking shape to address the complexities of the Korean peninsula and the nuclear issue (April 16, 2010).
- "Jurisprudence for Terror Suspects House Chiefs of Staff Luncheon," with CFR Adjunct Senior Fellow John Bellinger, who shared his insight into the Obama administration's choices regarding legal proceedings for detained foreign nations, and the effects of domestic political constraints on those choices (April 12, 2010).
- "The Future of NATO," with CFR Senior Fellow James Goldgeier, who explored what the alliance and its members must do to maintain NATO's relevance in the face of today's strategic environment (March 26, 2010).
- "Strengthening the Nuclear Nonproliferation Regime," with Adjunct Senior Fellow Paul Lettow, who offered a preview of his Council Special Report on strengthening the nuclear nonproliferation regime and shared recommendations for restricting dangerous technologies and improving enforcement (December 11, 2009).



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 Program

Annex II: FY11 Anticipated Future Activities

Project Director: Stewart Patrick, Senior Fellow and Director of the International Institutions and Global Governance program

Reporting Period: July 1, 2009-June 30, 2010
Report Due: August 3, 2010

The International Institutions and Global Governance (IIGG) program seeks to identify the requirements for effective multilateral cooperation in the twenty-first century. During FY11, the IIGG program will advance this mandate by focusing on four strategic challenges:

- (1) adapting world order to emerging powers
- (2) reforming core global institutions
- (3) improving the United Nations
- (4) understanding the role of regional organizations

The IIGG program believes that developments in these four areas will shape the nature of multilateral cooperation and the U.S. approach in forging a more stable, prosperous, and secure global system. In each of these initiatives, the IIGG program will provide senior U.S. and international officials and with concrete proposals for reforming or replacing outdated international institutions.

The program will also disseminate its findings to the wider foreign policy community through a combination of meetings, print and web-based publications, and compelling multimedia products. Dissemination efforts will include adding three to four new installments to the groundbreaking Global Governance Monitor—a flagship multimedia initiative that maps and evaluates multilateral efforts to address the world's most pressing global challenges.

Adapting World Order to Emerging Powers. Among the most fraught challenges confronting the United States—one recently emphasized in President Barack Obama's *National Security Strategy*—is adapting existing rules and institutions to dramatic shifts in global power. During FY11, the IIGG program will continue its Emerging Powers

and International Institutions meeting series, which began with workshops in Rio de Janeiro and Beijing. In the coming year, the IIGG program will sponsor a similar meeting in New Delhi, and a gathering in Brussels to compare the attitudes of the United States and European Union toward ongoing power shifts. This meeting series has already begun to illuminate prospects for (and terms of) mutual accommodation between established and rising powers, and to influence nascent foreign policy debates within the latter. The future meetings will continue to seek answers to the following questions:

- What world order visions animate rising powers, and how do they see their evolving roles?
- What global burdens and responsibilities are rising powers prepared to accept for a seat at the table?
- What compromises should the United States, the European Union, and other established powers contemplate to secure agreement on basic principles?

Each IIGG event will involve CFR fellows, as well as experts, government officials, and media from the host country. The IIGG program will maximize the policy impact of these deliberations through publications, media interviews, and briefings for U.S. and foreign officials.

Reforming Core Global Institutions: Three sets of multilateral institutions are critical—and all require reform. They are the UN Security Council (UNSC), whose permanent membership has not changed since 1945; the international financial institutions, which have made only halting progress on governance reform; and the two main consultative bodies, the Group of Eight (G8) and the Group of Twenty (G20), which are struggling to, define their respective roles. During FY11, the IIGG program will contribute to pressing reform debates in all three areas. A forthcoming Council Special Report on *UN Security Council Reform and U.S. National Interest* will argue for U.S. leadership in cutting the Gordian knot on UNSC enlargement. The authors will share their findings with senior U.S. government and foreign officials. The IIGG program will also work closely with the World Bank and the International Monetary Fund on next steps for reform. Finally, the IIGG program will continue to engage the U.S. government on the roles and agenda of the G8 and G20, with an eye to ensuring that these forums emerge as complementary global steering groups.

Improving the United Nations: Beyond the question of UNSC reform, the United States has a fundamental stake in a more effective UN system—that is, improving the UN's many specialized agencies, departments, and programs. During FY11, the IIGG program will engage U.S. and UN officials on practical steps to improve the UN system's performance in priority areas, including international peacekeeping, humanitarian assistance, and human rights. These forums will engage officials from the State Department and Capitol Hill to ensure that recommendations are politically and financially sustainable. The IIGG program has tentatively decided on the following workshop topics:

- strengthening UN peace operations
- improving UN humanitarian assistance
- reforming the Human Rights Council
- overcoming bloc dynamics in the UN General Assembly and Economic and Social Council.

Each workshop will culminate in a meeting report and a briefing memo with recommendations for the U.S. government.

Understanding Regional Organizations: Increasingly, regional and subregional organizations complement—and compete with—global institutions in addressing shared threats and overcoming collective action problems. Yet the depth and performance of these institutions varies hugely across regions and issue areas. Few have analyzed the risks and opportunities of these trends—and how the United States can and should respond to them. To fill this gap, the IIGG program will organize meetings on Europe, Asia, Latin America, Africa, and the Middle East. Some of these

events will occur in the United States, others in the respective regions. The meetings will include CFR fellows, U.S. government officials, and members of relevant countries and regional organizations.

Beyond generating meeting reports and analyses, the IIGG program will distill broad comparative lessons across regions and map regional trends graphically in a multimedia web application. "Engaging a World of Regions" will also be the theme of IIGG's annual symposium

The Global Governance Monitor: In addition to the four big themes addressed above, the IIGG program will produce three to four additional installments of the Global Governance Monitor during FY11, beginning with *Global Governance Monitor: Global Health*, followed by *Global Governance Monitor: Violent Conflict*. Subsequent installments will address terrorism and human rights. When complete, the Global Governance Monitor will represent the first detailed mapping and evaluation of the current framework of global governance. Each component will include (1) a cinematic overview; (2) a graphic timeline; (3) an issue brief or primer describing the history and nature of challenge, outlining recent developments, and anticipating issues on the horizon; (4) an interactive global map; (5) a matrix of major relevant treaties and multilateral initiatives, including gaps in coverage and implementation; and (6) references for further reading.

By rolling out a new installment every four months, the IIGG program will provide fresh analysis and cutting-edge policy recommendations to current global challenges. The Global Governance Monitor will continue to pair rigorous scholarship with the engaging power of the internet.

COUNCIL *on*
FOREIGN
RELATIONS

International Institutions and Global Governance Program

www.cfr.org/iigg

Multilateralism for the twenty-first century

Founded in 2008, the International Institutions and Global Governance (IIGG) program at the Council on Foreign Relations analyzes the institutional requirements for effective multilateral cooperation in today's rapidly changing world.

RESEARCH

The IIGG program analyzes frameworks needed to address specific global issues, including

- the rise of transnational threats, from terrorism to infectious disease
- a shift in power to the global “South”
- evolving norms of sovereignty and intervention
- the mounting influence of nonstate actors
- the spread of regional and subregional organizations

DIALOGUE

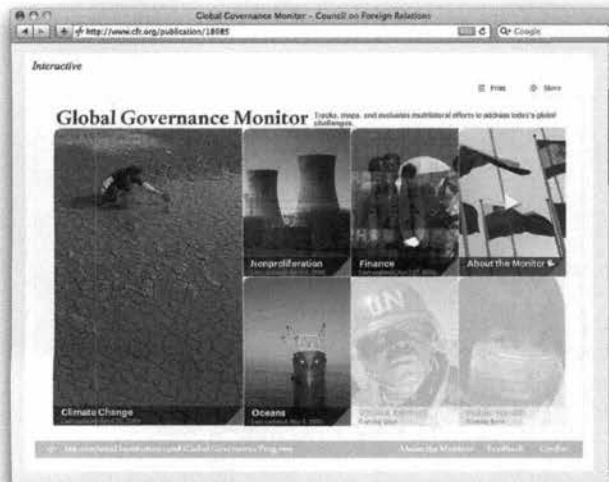
The IIGG program gathers the foreign policy community to forge inventive solutions that strengthen the world's multilateral bodies. IIGG-sponsored meetings include

- the Emerging Powers and International Institutions meeting series, engaging leading voices in Brazil, China, and India to illuminate the global governance priorities of the world's rising nations
www.cfr.org/emergingpowers
- the United States and the Future of Global Governance meeting series, featuring multiple roundtables on U.S. policy toward the United Nations, international law, global finance, and other dimensions of world order
www.cfr.org/usfgg

*Stewart M. Patrick is senior fellow and director of the International Institutions and Global Governance program. A former State Department policy planning member, Patrick is an expert on multilateral cooperation in the management of global issues; U.S. policy on international institutions, including the United Nations; and the challenges posed by fragile, failing, and postconflict states. He is the author of several books, including most recently *The Best Laid Plans: The Origins of American Multilateralism and the Dawn of the Cold War*.*

IIGG PRODUCTS AND PUBLICATIONS

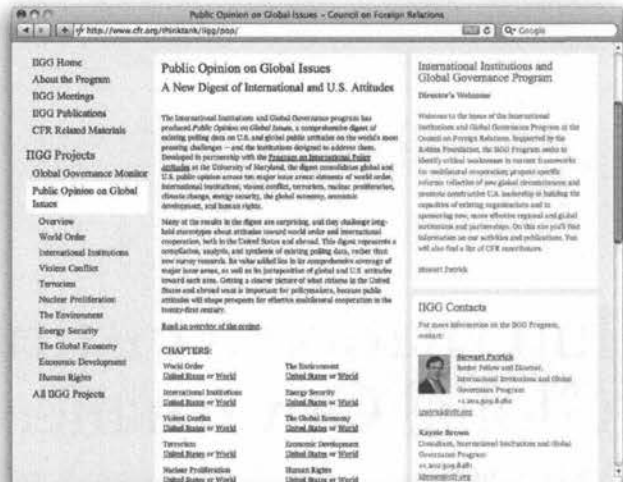
The IIGG program produces and sponsors books, articles, reports, and multimedia packages that combine cutting-edge technology with rigorous scholarship.



Global Governance Monitor

A multimedia project that tracks, maps, and evaluates multilateral efforts to address today's global challenges. Issue packages include nuclear proliferation, global finance, and oceans governance

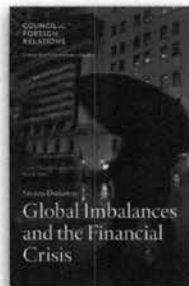
www.cfr.org/ggmonitor



Public Opinion on Global Issues

The most comprehensive digest ever created on public attitudes around the world on an array of global issues, from the use of force to energy security to human rights

www.cfr.org/public_opinion



Global Imbalances and the Financial Crisis

A Council Special Report on one of the root causes of the financial crisis: imbalances between savings and investment in major countries

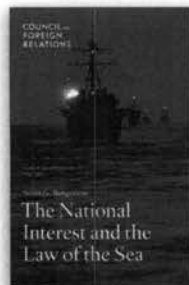
www.cfr.org/global_imbalances



The United States in the New Asia

A Council Special Report on the relationship between pan-Asian and trans-Pacific institutions that suggests policy guidelines for a new U.S. approach to this new Asian landscape

www.cfr.org/new_asia



The National Interest and the Law of the Sea

A Council Special Report on the United Nations Convention on the Law of the Sea and the strategic importance of the oceans for U.S. foreign policy today

www.cfr.org/law_of_the_sea



Strengthening the Nuclear Nonproliferation Regime

A Council Special Report on the shortcomings of the nonproliferation regime—and concrete ways to improve it

www.cfr.org/nonproliferation_csr

For more information, please contact
Communications and Marketing
tel 212.434.9888 communications@cfr.org

The International Institutions and Global Governance program is made possible by the generous support of the Robina Foundation.

COUNCIL *on* FOREIGN RELATIONS



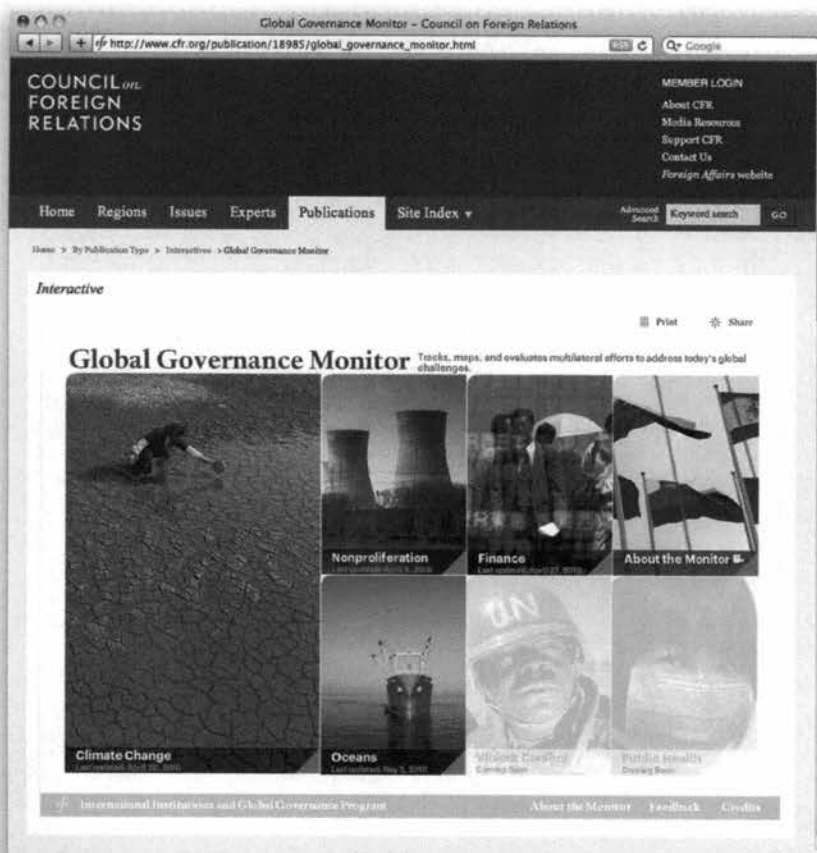
International Institutions and Global Governance Program

Global Governance Monitor

www.cfr.org/ggmonitor

A Project of the Council on Foreign Relations' International Institutions and Global Governance Program

To foster better understanding of modern global challenges and the international community's track record in responding to them, the International Institutions and Global Governance (IIGG) program has launched the Global Governance Monitor. The monitor is an online multimedia tool that maps and evaluates multilateral efforts to tackle the most pressing problems facing the world.



Each component includes

- a cinematic overview;*
- an interactive timeline tracing the history of international efforts to strengthen the regime;*
- an issue brief summarizing the current status of the regime;*
- a matrix cataloging relevant international treaties, organizations, initiatives, and Security Council resolutions;*
- an interactive map detailing critical countries and institutions; and*
- a resource guide for further information on the topic.*

Global Governance Monitor Components



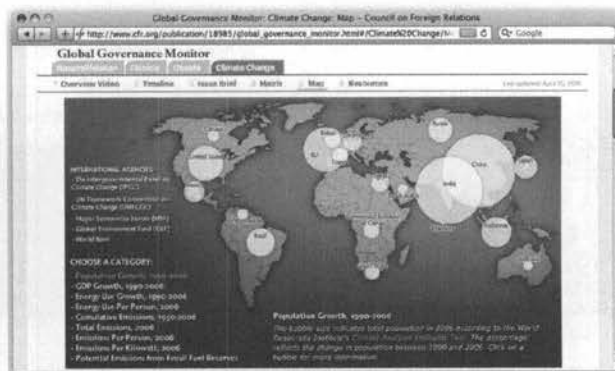
The first component tracks the status and effectiveness of international cooperation on nuclear nonproliferation and demonstrates that multilateral instruments for combating proliferation are often weak and unable to meet current challenges. In particular, it shows how international organizations have—with only a few exceptions—taken a backseat to ad hoc forums of interested parties, such as the Six Party Talks on North Korea and the P5+1 grouping on Iran.



The second component illustrates the current architecture of the global finance regime. It uses interactive video, timelines, and a map to explain the nature of the system and the challenges entailed in fixing it. In particular, it highlights that even with the proliferation of international initiatives and institutions, the global financial architecture suffers from structural flaws and remains unable to adequately regulate and supervise global finance.



The third component evaluates multilateral efforts to govern the world's oceans. Matching Google Earth imagery with expert analysis, this component describes the dizzying array of dangers posed to the earth's oceans—from climate change to piracy. It demonstrates how the fundamental legal principles for governing the oceans suffer from serious limitations and lays out options for strengthening the global regime to govern them.



The fourth, and newly released, component evaluates global efforts to fight climate change and offers concrete ways to improve international climate policy. The interactive map shows how changes in population, wealth, and energy use affect greenhouse-gas emissions, and the graphic timeline provides context for new climate agreements.

New components will be added to the monitor periodically to encompass major issue areas in global governance, including violent conflict, public health, and transnational crime.

For more information, please contact
Communications and Marketing
tel 212.434.9888 communications@cfrr.org

The International Institutions and Global Governance program is made possible by the generous support of the Robina Foundation.

JAMES BUNDY,
ARTISTIC DIRECTOR

VICTORIA NOLAN,
MANAGING DIRECTOR

YALE REPERTORY THEATRE
PO BOX 208244
NEW HAVEN, CT 06520-8244

PHONE: 203.432.1559
FAX: 203.432.2562

yalerep.org

August 2, 2010

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

Dear Penny,

It is with great pleasure that I submit the attached year-end report to you and the Trustees of the Robina Foundation. We welcome any questions that you, Peter Karoff, or any member of the Board might pose, and any suggestions that might further our partnership.

We have found this second year of the Center's work profoundly rewarding, as we have seen not only success in production, but expansion of our commissioning and development opportunities, and greater reach of the program to our peer theatres, with plays that started in New Haven now slated to move on to New York, Berkeley, La Jolla and Washington, DC.

For all of us at Yale, one of the highlights of the past year remains the Board's visit to New Haven. The depth of the Foundation's investment—and the Board's probing interest in our work—have been profound inspirations to us. We look forward to our next opportunity to bring all of you close to the processes of the Center.

In the meantime, please accept our deepest thanks, again, for the Foundation's recent extension of our grant through FY2012. We are so grateful for your faith and support, and we embrace our work with increased energy and excitement that stem directly from your generosity.

Sincerely,



James Bundy

Enclosures

1. Briefly outline your original goals and objectives as stated in your proposal.

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. In association with Yale Repertory Theatre (Yale Rep), the Center:

- keeps writers of outstanding potential engaged in the profession
- helps to establish a new standard in playwright-centered development and production
- provides a pipeline for new talent and new works for theatre companies across the country
- broadens the experiences and expertise of Yale students and emboldens them to imagine new possibilities for the stage
- serves as a model for the training of theatre professionals in the production of new work

Through its programming, the Center's objectives are:

- to support a significant number of Yale Rep-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 commissioned, developed, and produced by the Center
- to introduce writing-centered, collaborative, and integrated workshops, laboratories, and courses to the Yale School of Drama curriculum
- to promote production partnerships through the Production Enhancement Fund, a mechanism that helps to underwrite multiple productions of Yale Rep-commissioned plays in theatres across the country

2. Summarize your progress in meeting these goals and objectives and describe how your activities relate to achieving the ultimate goal/purpose of the program.

FY10 has been an extremely productive year in all areas of the Center's activities.

Commissions

- In FY2010, we commissioned six new plays from some of American's most exciting playwrights:
 - David Nugent's musical based on George MacDonald's 1864 fairytale, *The Light Princess*
 - Original plays by Danai Gurira, Kirsten Greenidge, Lina Patel, Sarah Ruhl, and Octavio Solis

- We had originally anticipated awarding seven commissions in FY10, but conversations with the seventh writer—Branden Jacobs-Jenkins, a Fulbright Scholar studying in Germany—have extended beyond the fiscal year due in large part to Branden’s travel schedule. Although discussion began this past year, the contract will not be completed and the first commission payment will not be posted until FY11.
- We raised the base commission fee to \$22,500 (up from \$20,000 last year) and we anticipate increasing it to \$25,000 in FY11
- The first draft of Octavio Solis’s *Johnny Que-Onda* was submitted, and it will be developed further by the Center in FY11
- David Adjmi’s *Marie Antoinette* was also submitted in FY10 and is slated to be produced at Yale Rep as a world premiere in the 2011-12 season

Workshops/Residencies

The Center’s workshops and residencies have proven to be an invaluable part of the development process for commissioned writers and their collaborators. This year, we conducted nine workshops and/or residencies (five workshops were conducted in FY09).

- Writers’ Retreat (New Haven, July 2009)
- Yale School of Drama Boot Camp Retreat including five commissioned writers and nine playwriting students (New Haven, August 2009)
- Workshop of Kate Walat’s *Creation* (New York, August 2009)
- Workshops of Jay Reiss and Scott Murphy’s *Meanwhile on the Other Side of Mt. Vesuvius* (New York, August 2009 and May 2010)
- Three workshops of Rinne Groff’s *Compulsion* (New York, October through December 2009) and world premiere at Yale Rep January 29-February 28, 2010
- Workshop of Adam Bock’s and Todd Almond’s *We Have Always Lived in the Castle* (New York, February 2010). Yale Rep will world premiere *Castle* September 17- October 9, 2010

New Play Production

In FY10, we mounted two world premieres at Yale Repertory Theatre:

- Maggie-Kate Coleman’s and Anna Jacobs’ *POP!*, a whodunit musical in which the infamous denizens of pop icon Andy Warhol’s Factory turn against their leader until one of them eventually shoots him. *POP!* will be produced next at Washington D.C.’s Studio Theatre and will open on July 13, 2011. Yale Rep was recognized with a Connecticut Critics Circle Award for Outstanding Production of a Musical for *POP!* and the production also received the awards for:
 - Outstanding Actor in a Musical (Brian Charles Rooney)
 - Outstanding Lighting Design (Kevin Adams)

- Rinne Groff's *Compulsion*, a fictional story based on the life of Meyer Levin, whose desire to bring Anne Frank's diary to an American audience spirals into a lifelong obsession. Mandy Patinkin's performance earned him a Connecticut Critics Circle nomination for Outstanding Actor in a Play. *Compulsion* will be produced by Berkeley Repertory Theatre from September 10-October 14, 2010, and will then move to New York's Public Theater for a scheduled run February 1-March 6, 2010.

Production Enhancement Fund

In FY10, the Center for New Theatre awarded \$15,000 to support Lincoln Center's LCT3 world premiere of *On the Levee*, by Marcus Gardley, Todd Almond and Lear deBessonet. Originally commissioned by Yale Rep and developed by the Center, *On the Levee* was presented as the final show of the LCT3 season from June 14-July 11, 2010. Funding from the Center provided a critical additional week of rehearsal. The last two weeks of the run were sold out, and despite mixed reviews, Artistic Director André Bishop reported to us that *On the Levee* had the highest attendance for any LCT3 production to date. The production playbill and selected press are appended to this report.

Also this year, we agreed to extend \$15,000 to La Jolla Playhouse to support their 2011 production of Bill Camp's and Robert Woodruff's *Notes from Underground*, a play commissioned by the Center in 2008 and produced at Yale Rep in 2009. We are continuing negotiations to provide enhancement funds of up to \$50,000 for an international tour of *Notes* beginning at the Baryshnikov Arts Center in New York in November 2010 and continuing in the summer of 2011.

3. ***Describe any unanticipated results, either positive or negative, what you have learned from implementation of the program and any changes made or planned based on these results.***

Commissions

After developing Kathryn Walat's *Creation* and Jay Reiss and Scott Murphy's *Meanwhile on the Other Side of Mt. Vesuvius* to completed drafts, Yale Rep passed on its option to produce these projects. Both new works are eligible to draw upon the resources of the Production Enhancement Fund. *Creation* was further developed at the July 2010 O'Neill Playwrights Conference in Waterford, CT, where it received exposure to the field.

New Play Production

Funds from the Robina Foundation grant helped to underwrite Yale Rep's FY10 world premiere productions: *POP!* and *Compulsion*. Both show promise for a future life in the American theatre, as described in question number 2, above.

With *Compulsion* we took an artistic risk, knowing that the play was still early in its development at the time of its Yale Rep premiere. Although we had a major American actor in the leading role, we decided not to pursue a review in the *New York Times*. This decision was intended to provide the playwright with additional time to refine the play, which will have two future productions at Berkeley Rep and The Public. Even without *New York Times* publicity, the play at Yale Rep garnered extensive press and high box office revenue, largely on the strength of good reviews and the presence of Mandy Patinkin in the cast.

Production Enhancement Fund

When we originally commissioned *On the Levee*, the writers' intention was to juxtapose the story of the 1927 Mississippi flood with the music of *Showboat*. After failed attempts to secure the rights to *Showboat*'s score the artistic team took a different approach—writing original songs and restructuring the piece into a “play with music.” The new version did not ultimately fit within Yale Rep's season programming for the 2009-2010 season, and we passed on our option to premiere it at Yale. However, with support from the Production Enhancement Fund, Lincoln Center's LCT3 premiered *On the Levee* in June. Although the review in *The New York Times* was negative, the show received positive press in other publications, including *The New Yorker*, and the professional exposure for the three talented writers in New York was their most significant to date.

It is too early to evaluate the effectiveness of the Production Enhancement Fund, having had only one expenditure to date. Thus far, however, we have learned that the Production Enhancement Fund's success does not rest solely with the commercial success of the plays underwritten by the fund. As we move forward, we will determine how we will measure achievements, taking into account the critical success of a play, the number of productions it receives, and also bearing in mind the career advancement of the individual artists supported by the fund.

We are committed to giving new work continued life and to making the Production Enhancement Fund available to all artists commissioned by Yale Rep. In FY11, our Literary Department plans to create an electronic newsletter that will keep our commissioned artists and colleagues at peer theaters abreast of the latest activities at Yale.

4. *Outline your plans to share your results or findings.*

This past year, Yale Repertory Theatre was invited by the Andrew W. Mellon Foundation to request a grant to support the Center for New Theatre. The strength of the Robina Foundation's commitment to the Center was a crucial element in our proposal to the Mellon Foundation, and we believe that Robina's investment was important to the Mellon Foundation's decision to extend a \$1,000,000 grant to support

the Center over five years. In addition to quarterly reports to the Robina Foundation, we will also be sharing the activities of the Center with the Mellon Foundation on an annual basis.

Now two years into our program, the Center's brand is known and respected in the field. The ideas behind the Center have been discussed in *Outrageous Fortune*, the Theatre Development Fund's survey of the life of the American playwright, and in *American Theatre*, the lead publication of the Theatre Communications Group. Peer theaters and new play development centers such as the Woolly Mammoth, the Center Theatre Group, the National New Play Network, and New Dramatists have approached us, not only seeking opportunity for collaboration, but also to discuss the concepts behind the Center as they anticipate expanding their own new play programming.

5. ***Attach an income and expense statement for this grant period as well as your original budget. Please include a narrative explanation for any line item differences between the original budget and actual expenses.***

See attachment

6. ***Please distinguish the work funded by the Robina Grant from your broader, ongoing work on the subject. Include a list of additional funders (if any), including amounts received, for this program.***

In addition to the work of Yale Center for New Theatre, Yale School of Drama annually produces three new play festivals that are not funded by the Robina Foundation: the Carlotta Festival of New Plays, the Thornton Wilder Festival of One-Acts, and the Langston Hughes Play Festival. These festivals offer our students the chance to see their plays in full production before public audiences and invited industry professionals.

Also separate from the work funded by the Robina grant is the Yale Institute for Music Theatre (YIMT). YIMT nurtures young musical theatre artists—no more than five years out of school—at a crucial stage of their artistic development. This year, YIMT provided two-week workshops in New Haven for two original music theatre pieces.

Other funding for the Center includes significant gifts from two anonymous individual donors, as well as the continued support of Yale School of Drama and Yale University. As mentioned above, we have received a grant from the Andrew W. Mellon Foundation for FY11-FY15.

Summary

In summary, this second year of Robina support for the Yale Center for new Theatre allowed us to continue to invest in some of the most creative minds in the American theatre. We have gained a reputation in the field as a highly respected and desired home for artists. Our unique ability to tailor each new play development activity to meet the writer's specific needs and provide them with

Yale Repertory Theatre
Center for New Theatre
FY10 Report to the Robina Foundation
August 3, 2010

opportunities for workshop, production and competitive compensation positions Yale Rep as a leader in the field. With Robina's investment over the next two years, we are certain to build on this strong foundation.

Press and other materials mentioned in the above narrative are appended.

Yale Center for New Theatre FY10-FY12

2010
Budget

	FY2010 Robina Grant Actuals	FY2010 Center for New Theatre Total (Actuals)	FY2011 Robina Grant (Projected)	FY2011 Center for New Theatre Total (Projected)	FY2012 Robina Grant (Projected)	FY2012 Center for New Theatre Total (Projected)
Income						
Robina Foundation	859,513	859,513	966,907	966,907	950,000	950,000
Robina Production Enhancement Funds	19,100	19,100	130,900	130,900	150,000	150,000
Andrew W. Mellon Foundation		-		200,000		200,000
Other (foundation, individual, tuition, royalties, University support)		404,765		550,120		475,681
Grand Total Income	878,613	1,283,379	1,097,807	1,847,927	1,100,000	1,775,681
Expenses						
Literary Manager: Salary plus Benefits	75,684	75,684	76,655	76,655	78,571	78,571
Commissions (including musicals)*	86,000	86,000	340,900	340,900	206,000	206,000
New Play and Musical Workshops	59,704	157,742	75,000	257,000	75,000	257,000
Production Expenses	558,252	612,517	374,179	655,781	490,429	690,429
YSD Lecturers for Musical Theater/YSD Playwriting Fellowships		82,672		101,479		104,016
YSD Key Staff Time		169,790		185,039		189,665
Production Enhancement Fund**	19,100	19,100	130,900	130,900	150,000	150,000
Robina Indirect Costs	79,874	79,874	100,172	100,172	100,000	100,000
Grand Total Expenses	878,613	1,283,379	1,097,807	1,847,926	1,100,000	1,775,681

*Commission fees are fluid and may extend
over fiscal years

**FY2010 expenses include \$15,000 fee paid to
LCT3 for the production of On the Levee and
a fee of \$4,100 to Tour Coordinator for work
associated with the FY2011 tour of Notes
From Underground

Robina Foundation
Year-End Report
August 3, 2010

Appendices

1. Yale Repertory Theatre, Center for New Theatre: Artist Commissions
2. Yale Repertory Theatre, Center for New Theatre: Artist Bios
3. ARTICLE: "Yale Repertory Theater Receives \$950,000 Gift" (by Patricia Cohen for *The New York Times*, July 20, 2010)
4. ARTICLE: "Another Big Gift for Yale Theater" (by Patricia Cohen for *The New York Times*, July 28, 2010)
5. ARTICLE: "Sandbagging in the Shadow of the Mississippi" (by Charles Isherwood for *The New York Times*, June 29, 2010)
6. ARTICLE: "Underdogs" (by Hilton Als for *The New Yorker*, July 12, 2010)
7. Title page from *On The Levee* Program
8. PRESS RELEASE: "Yale Repertory Theatre, The Public Theater, Berkeley Repertory Theatre Present the World Premiere of *Compulsion* by Rinne Groff, Directed by Oskar Eustis"
9. ARTICLE: "A Writer Seared by Anne Frank" (by Sylvane Gold for *The New York Times*, February 10, 2010)
10. ARTICLE: "A Majestic 'Compulsion'" (by Susan Hood, Special to *The Courant*, February 6, 2010)
11. PRESS RELEASE: "Yale Repertory Theatre Announces Full Casting and Creative Team for World Premiere of *POP!*"
12. PRESS RELEASE: "Rave Reviews for Yale Rep's World Premiere of *POP!*"
13. ARTICLE: "In Warhol's Head, Where Something Surreal Ensues" (by Celia McGee for *The New York Times*, November 29, 2009)
14. ARTICLE: "Setting Warhol's Shooting, and His Scene, To Music" (by Joel Brown for *The Boston Globe*, November 27, 2009)
15. ARTICLE: "Pop!" (Review by Frank Rizzo for *Variety*, December 4, 2009)
16. Yale Repertory Theatre 2010-2011 Season

Yale Repertory Theatre
Center for New Theatre
FY10 Year End Report
Artist Commissions

Current Commissions

David Adjmi (*Marie Antoinette*), Adam Bock and Todd Almond (*We Have Always Lived in the Castle*), Will Eno, Marcus Gardley, Danai Gurira, Kirsten Greenidge, Ann Marie Healy, Amy Herzog (*Belleville*), Naomi Iizuka, Dan Le Franc, Elizabeth Meriwether, Julie Marie Myatt, David Nugent (*The Light Princess*), Lina Patel, Sarah Ruhl, Octavio Solis (*Jonny Que-Onda* and commission #2), Paula Vogel, Anne Washburn (*The Octavia*), Marisa Wegrzyn

Completed Commissions

Hilary Bell (*Perfect Stranger*); Bill Camp and Robert Woodruff (*Notes from Underground*); Lear deBessonet, Marcus Gardley, and Todd Almond (*On the Levee*); Jay Reiss and Scott Murphy (*Meanwhile on the Other Side of Mt. Vesuvius*); Kathryn Walat (*Creation*)

Selected Updates

Octavio Solis's *Pastures of Heaven* was premiered by the California Shakespeare Theater in June 2010.

Amy Herzog's *After the Revolution* was produced in Williamstown Theatre Festival's summer 2010 season, and it will be presented by Playwrights Horizons in the fall.

Kathryn Walat's *Creation* was developed in the 2010 O'Neill Playwrights Conference.

David Adjmi's *Stunning and Other Plays* is being published by TCG in 2010, and he is currently writing his memoir for Harper Collins.

Elizabeth Meriwether's *Oliver Parker!* opened at NYC's Cherry Lane in May 2010.

Todd Almond's *Girlfriend* premiered at Berkeley Rep in May 2010, and *On the Levee* premiered at Lincoln Center's LCT3 in June 2010.

Adam Bock's *The Shaker Chair* was produced by the Bay Area's Pearl Avenue Theater and his play, *A Small Fire* (which he started writing as part of the Center's Boot Camp Retreat) will premiere in Playwrights Horizons 2010-2011 season.

Ann Marie Healy's *What Once We Felt* had its world premiere at Lincoln Center's LCT3 in the fall of 2009 and was produced by Chicago's About Face theatre March 2010.

Anne Washburn's *Orestes, A Tragic Romp* was premiered by the Folger Theatre in January 2010, and *Devil at Noon* was developed at the 2010 O'Neill Playwrights Conference.

Kirsten Greenidge Recently a Huntington Theatre Playwriting Fellow, Kirsten's work includes *Milk Like Sugar* (commissioned by La Jolla Playhouse/TheatreMasters), *The Luck of the Irish* (originally commissioned by South Coast Repertory and re-commissioned by Huntington Theatre Company), and *Rust*. Her play *Bossa Nova* will be produced by Yale Rep in its 2010-11 season. Kirsten's work combines elements of magical realism with a pronounced use of language: the result is a body of plays that possesses a heightened sense of realism while exploring how race, class, and culture intersect in these United States of America. She was NEA/TCG playwright in residence at Woolly Mammoth, and is also playwright in residence at CompanyOne, which has produced numerous plays by Kirsten, including *103 Within the Veil*, *A More Perfect Union*, and *The Gibson Girl* as well as frequent ten minute plays in Boston's Ten Minute Play Marathon. Kirsten plays have been developed at Sundance (Utah and Ucross), Magic Theatre, NNPN, Cardinal Stage, South Coast Rep, Madison Rep, Page 73, Hourglass, Bay Area Playwrights, Playwrights Horizons, New Dramatists, The Taper, A.S.K., the O'Neill, the Guthrie, Mixed Blood, McCarter Shorts, Humana Festival, Moxie, and New Georges. Last fall Kirsten was awarded Sundance's Time Warner Award for *Bossa Nova*. Additional work includes *The Curious Walk of the Salamander*, and *Sans-Culottes in the Promised Land* (produced by the Actor's Theatre of Louisville Humana Festival). Kirsten attended Wesleyan and The Playwright's Workshop/University of Iowa and is a member of New Dramatists and Rhombus.

Danai Gurira was born in the US to Zimbabwean parents and raised in Zimbabwe. Her play *E dipsed* was produced by Woolly Mammoth, Yale Repertory Theatre, and Center Theatre Group. She co-created and performed in the award-winning, two-woman play *In the Continuum*, which premiered Off-Broadway and toured the US (including Yale Rep, 2007) and Southern Africa. For her work on that production, Danai received the 2007 Helen Hayes Award (Best Actress), a 2006 OBIE Award, the 2006 Outer Critics Circle John Gassner Memorial Playwriting Award, and the 2004 Global Tolerance Award (Friends of the United Nations), and was honored by the Theatre Hall of Fame. Her recent acting credits include the film *The Visitor* and Lincoln Center Theater's production of *Joe Turner's Come and Gone*. She is the recipient of a 2008 TCG New Generations travel grant for *E dipsed* and has taught playwriting and acting in Liberia, Zimbabwe, and South Africa. She is developing a play about the current situation in Zimbabwe with the Royal Court in London and completing another Zimbabwean piece entitled *The Concert*. She received her MFA in acting from New York University.

Branden Jacobs-Jenkins is a Brooklyn-based playwright, dramaturg, and performer. His play *Neighbors* was presented by the Public LAB in February 2010. His other plays include *Appropriate*, *The Change*, *Face # 1-3*, *Thirst*, *Zoo*, *Heart!!!*, and *Content*. He is also one-half of enemyResearch, a performance duo with whom he has created/performed in *Garbage*, *Schedmershirts*, and *The Amateurs*. His work has been seen at Prelude '08 and '09, New York Theatre Workshop, PS122, McCarter Theatre, Ars Nova, Dixon Place, Providence Black Repertory, Links Hall, and Soho Rep. He is a former NYTW Playwriting fellow, an alum of the Hemispheric Institute's EMERGENYC Program, a member of the Soho Rep Writers/Directors Lab, a member of the 2009 Public Theater Emerging Writers Group, and a member of the Ars Nova Playgroup. He is a 2009 Princess Grace Award winner and the 2009-10 Dorothy Streslin Playwriting Fellow at Soho Rep. He also holds an M.A. in Performance Studies from NYU.

David Lefort Nugent is a NYC-based playwright, composer, and artistic producer of The Academy Theatre. Recent productions include *Open the Dark Door* (New York Musical Theatre Festival/The Academy Theatre), *Ugo's Last Dance* (Foundry Theatre/God Machine), and *The Dark Wood* (Woodstock Fringe). Current projects include a collaboration with librettist Arthur Giron on *The Golden Guitar*, a new opera set in the South Bronx. Mr. Nugent has led playwriting workshops for disabled veterans at the National Theatre Workshop of the Handicapped, mentored and taught young playwrights at the Stratford Festival of Canada, the Dwight/Edgewood Project, and the Florida State Thespian Festival. He graduated from the Yale School of Drama in 2005.

Lina Patel is an actor and writer. Lina's first play, *Sankalpan (Desire)*, set in the volatile period of pre-Partition Bengal, was a semi-finalist for the Sundance Theatre Institute and received workshops at the New Group in New York and Silk Road Theater, Chicago. *Sankalpan* was part of this fall's Playwright's Week at the Lark Play Development Center. Other plays include *The Disappearance of Luck*, *Perfect Fit*, *The Ragged Claws*, and *The DNA Trail* (commissioned and produced by Silk Road Theater, Chicago). Lina has written two screenplays: an adaptation of Hilary Mantel's *A Change of Climate* and an original drama, *Sweet Life*, a short about three misfits finding common ground in a small Texas town. As an actor, Lina has performed at South Coast Repertory, MCC, The New Group, Cornerstone Theater, the Taper, The Globe Theaters, Pasadena Playhouse, the Oregon Shakespeare Festival, Kitchen Dog Theatre, and the Actor's Gang. Her one-woman show, *Krishna in Texas* been performed in San Diego and Los Angeles.

Sarah Ruhl's plays include *In the Next Room, or the vibrator play* (Pulitzer Prize finalist, 2010), *The Clean House* (Pulitzer Prize finalist, 2005; Susan Smith Blackburn Prize, 2004); *Passion Play, a cycle* (Pen American Award, Fourth Freedom Forum Playwriting Award from the Kennedy Center); *Dead Man's Cell Phone* (Helen Hayes Award for Best New Play); *Melancholy Play*; *Demeter in the City* (nine NAACP Image Award nominations); *Eurydice*, *Orlando*, and *Late: a cowboy song*. Her plays have premiered at Lincoln Center Theater, the Goodman Theatre, Playwrights Horizons, Second Stage, Arena Stage, Woolly Mammoth Theatre Company, Yale Repertory Theatre, Berkeley Repertory Theatre, Cornerstone Theater, Madison Repertory Theatre, and the Piven Theatre Workshop, and have been produced across the country. Her plays have also been produced internationally and translated into Polish, Russian, Spanish, Norwegian, Korean, German and Arabic. Originally from Chicago, Ms. Ruhl received her MFA from Brown University, where she studied with Paula Vogel. In 2003, she was the recipient of the Helen Merrill Emerging Playwrights Award and the Whiting Writers' Award. She is a member of 13P and New Dramatists and won the MacArthur Fellowship in 2006. She is a recent recipient of the PEN Center Award for a mid-career playwright.

Octavio Solis is a playwright and director living in San Francisco. His works *Ghosts of the River*, *Quixote*, *Lydia*, *June in a Box*, *Lethe*, *Marfa Lights*, *Gibraltar*, *The Ballad of Pancho and Lucy*, *The 7 Visions of Encarnación*, *Bethlehem*, *Dreamlandia*, *El Otro*, *Man of the Flesh*, *Prospect*, *El Paso Blue*, *Santos & Santos*, and *La Posada Mágica*. His work has been produced at the Mark Taper Forum, Yale Repertory Theatre, the Oregon Shakespeare Festival, the Denver Center for the Performing Arts, the Dallas Theater Center, the Magic Theatre, Intersection for the Arts, South Coast Repertory Theatre, the San Diego Repertory Theatre, the San Jose Repertory Theatre, Shadowlight Productions, the Venture Theatre in Philadelphia, Latino Chicago Theatre Company, the New York Summer Play Festival, Teatro

Yale Repertory Theatre
Center for New Theatre
FY10 Report to Robina Foundation
August 3, 2010
Artist Bios

Vista in Chicago, El Teatro Campesino, the Undermain Theatre in Dallas, Thick Description, Campo Santo, the Imua Theatre Company in New York, and Cornerstone Theatre. His collaborative works include *Burning Dreams*, cowritten with Julie Hebert and Gina Leishman and Shiner, written with Erik Ehn. Solis has received an NEA 1995-97 Playwriting Fellowship, the Roger L. Stevens award from the Kennedy Center, the Will Glickman Playwright Award, a production grant from the Kennedy Center Fund for New American Plays, the 1998 TCG/NEA Theatre Artists in Residence Grant, the 1998 McKnight Fellowship grant from the Playwrights Center in Minneapolis, and the National Latino Playwriting Award for 2003. He is the recipient of the 2000-2001 National Theatre Artists Residency Grant from TCG and the Pew Charitable Trust for *Gibraltar* at the Oregon Shakespeare Festival. Solis is a Thornton Wilder Fellow for the MacDowell Colony, a New Dramatists alum and a member of the Dramatists Guild. Solis has a new anthology, *Plays By Octavio Solis*, available through Broadway Play Publishing, and *Prospect*, an independent feature film he wrote and directed.

THE NEW YORK TIMES

TUESDAY, JULY 20, 2010

**Yale Repertory Theater
Receives \$950,000 Gift**

At a time when many artistic institutions have seen a drop in donations, Yale Repertory Theater announced on Monday that it had received a \$950,000 gift from the Robina Foundation, a Minnesota-based nonprofit group. The gift will go toward supporting the Yale Center for New Theater, a



Partially Scanned Material

The remainder of this page/item has not been digitized due to copyright considerations. The original can be viewed at the Minnesota Historical Society's Gale Family Library in Saint Paul, Minnesota. For more information, visit www.mnhs.org/library/.

The New York Times

ArtsBeat

The Culture at Large

JULY 28, 2010, 12:10 PM

Another Big Gift for Yale Theater

By *PATRICIA COHEN*

Yale Repertory Theater is on a fund-raising hot streak. After announcing last week that it had received a \$950,000 donation from the Robina Foundation, the theater said on Tuesday that it had received a \$1 million gift from the Andrew W. Mellon Foundation aimed at supporting new commissions and productions under the auspices of the Yale Center for New Theater.

“The Yale Center for New Theater 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 theater and, in the production of their work at other theaters,” said James Bundy, dean of the



Partially Scanned Material

The remainder of this page/item has not been digitized due to copyright considerations. The original can be viewed at the Minnesota Historical Society's Gale Family Library in Saint Paul, Minnesota. For more information, visit www.mnhs.org/library/.

The New York Times



June 29, 2010

THEATER REVIEW | 'ON THE LEVEE'

Sandbagging in the Shadow of the Mississippi

By CHARLES ISHERWOOD

An environmental calamity cannot be easy to wrangle onto the stage. It seems unlikely that the ghastly disgorgement of oil in the Gulf of Mexico will ever inspire a Broadway musical. (Let us hope not, at least.) Still, the new play "On the Levee," which opened on Monday night at the Duke on 42nd Street as part of Lincoln Center Theater's LCT3 series, manages to manufacture so little compelling drama from a historic natural disaster that neither the ecological scope nor the human cost comes through with much force or clarity.

The play, written by Marcus Gardley and featuring songs by Todd Almond, recounts in disjointed fashion events before and after the Mississippi flood of 1927, one of the largest natural disasters in American history, with haunting similarities to the more recent (and greater) devastation of Hurricane Katrina.

"This flood became notorious for the government's decision to dynamite the levees, flooding poor neighborhoods to spare the rich," a program note informs.

That's a grim, arresting detail, and yet it makes up no part of the lumpen dramatic fabric of "On the Levee," which was conceived and directed by Lear deBessonet. Instead this well-meaning but shapeless play meanders in and out of the lives of numerous thinly drawn characters, emphasizing sudsy emotional notes and some blunt racial conflicts before and after the (anti-)climactic arrival of the flood at the end of the first act.

Set in Greenville, Miss., the play opens as the rains pour down, and black laborers pile sandbags to shore up the levee holding back the big river. Cue a work song, the first of Mr. Almond's well-wrought and period-apt if sometimes generic songs. Old Lucas, played by the able veteran musical performer Chuck Cooper, waxes lyrical on the subject of the mighty Mississippi River, which he compares to a father wanting to embrace his lost daughter.



Partially Scanned Material

The remainder of this page/item has not been digitized due to copyright considerations. The original can be viewed at the Minnesota Historical Society's Gale Family Library in Saint Paul, Minnesota. For more information, visit www.mnhs.org/library/.

THE NEW YORKER

THE THEATRE

UNDERDOGS

Victims of prejudice in "The Merchant of Venice" and "On the Levee."

by Hilton Als

JULY 12, 2010



Al Pacino, as Shylock, and Lily Rabe, as Portia, in "The Merchant of Venice."

Part of the reason that Shakespeare remains one of the handful of writers who engage generation after generation of readers has to do with the way he is taught, or, at least, was taught in the New York City public-school system of my youth. Back then, in the mid-seventies, students balanced their attempts to understand iambic pentameter with recitations from the text itself; you absorbed Shakespeare's almost otherworldly skill at threading ideas and emotions through groups of syllables by saying the words aloud. If you opened yourself up to the world the Bard created, it could change who you were. After reciting a compassionate character's speech, for instance, you felt wiser and more loving. Shakespeare had so much to say about the nature of evil, too. Reading Cassius' and Richard III's speeches out loud inextricably linked them to my teen-age universe; Shakespeare's crooks weren't so different from the self-deluding, destructive, and slick messengers of doom who hung around my neighborhood. But every now and then there was something in one of the plays that stuck in my craw, or made me turn away from the page. Brabantio's contemptuous description of Othello's "sooty bosom," say, or the way that Aaron's blackness signals his evil nature, in "Titus Andronicus." And then there was Shylock, the Jewish moneylender in "The Merchant of Venice." As a student, I tried to read the play a number of times, but I could never wholly face my disappointment at the way Shakespeare allowed himself to be limited by his prejudices. Ultimately, I was able to read "The Merchant of Venice" only with other books,



Partially Scanned Material

The remainder of this page/item has not been digitized due to copyright considerations. The original can be viewed at the Minnesota Historical Society's Gale Family Library in Saint Paul, Minnesota. For more information, visit www.mnhs.org/library/.



LINCOLN CENTER THEATER/LCT3

under the direction of
ANDRÉ BISHOP and BERNARD GERSTEN
presents

The Steinberg New Works Program

ON THE LEVEE

A PLAY WITH MUSIC

Play by
MARCUS GARDLEY

Music and Lyrics
TODD ALMOND

with (in alphabetical order)

AMARI CHEATOM BRIAN D. COATS CHUCK COOPER
MARIA COUCH HARRIETT D. FOY DION GRAHAM APRIL MATTHIS
JACOB MING-TRENT SETH NUMRICH STEPHEN PLUNKETT
MICHAEL SIBERRY SHELLEY THOMAS

Sets	Costumes	Lighting	Sound
PETER KSANDER	EMILY REBHOLZ	JUSTIN TOWNSEND	LEON ROTHENBERG
Music Direction	Movement	Projections	
TODD ALMOND	TRACY BERSLEY	RYAN HOLSOPPLE	
Casting	Stage Manager	General Press Agent	
MELCAP CASTING	JANE POLE	PHILIP RINALDI	
Director of Development	Director of Marketing		
HATTIE K. JUTAGIR	LINDA MASON ROSS		
General Manager	Production Manager		
ADAM SIEGEL	JEFF HAMLIN		

Director of LCT3

PAIGE EVANS

Art

KARA WALKER

Conceived and Directed by

LEAR deBESSONET

Leadership support provided by The Andrew W. Mellon Foundation
and The Harold and Mimi Steinberg Charitable Trust.

Major support provided by The Peter Jay Sharp Foundation, the Booth Ferris Foundation,
and the Blanchette Hooker Rockefeller Fund.

Generous support provided by Katherine Farley and Jerry Speyer,
The Blanche and Irving Laurie Foundation, and the New York City Department of Cultural Affairs.

Production support for *On the Levee* was provided by Yale Center for New Theatre,
made possible by funding from the Robina Foundation.

On the Levee was commissioned by Yale Repertory Theatre,
James Bundy, Artistic Director Victoria Nolan, Managing Director

Sustaining support provided by Daryl Roth.



January 7, 2010

For Immediate Release

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

**YALE REPERTORY THEATRE
THE PUBLIC THEATER
BERKELEY REPERTORY THEATRE**

**PRESENT
THE WORLD PREMIERE OF
COMPULSION
BY RINNE GROFF
DIRECTED BY OSKAR EUSTIS**

**FEATURING
HANNAH CABELL, MANDY PATINKIN, AND STEPHEN BARKER TURNER**

JANUARY 29-FEBRUARY 28

YALE REPERTORY THEATRE (James Bundy, Artistic Director; Victoria Nolan, Managing Director), **THE PUBLIC THEATER** (Oskar Eustis, Artistic Director; Andrew D. Hamingson, Executive Director), and **BERKELEY REPERTORY THEATRE** (Tony Taccone, Artistic Director; Susan Medak, Managing Director) present the world premiere of *COMPULSION* by Rinne Groff, directed by Oskar Eustis, at Yale Repertory Theatre (1120 Chapel Street, New Haven) January 29-February 28. Opening Night is Thursday, February 4.

The cast of *COMPULSION* features Hannah Cabell, Mandy Patinkin, and Stephen Barker Turner. Emily DeCola, Liam Hurley, and Eric Wright are the puppeteers.

COMPULSION features sets by Eugene Lee, costumes by Lisa Loen, lighting by Marie Yokoyama, sound by Darron West, puppets by Matt Acheson, dramaturgy by Amy Boratko, vocal and dialect coaching by Thom Jones, and stage management by Jessica Barker.

ABOUT *COMPULSION*

Sid Silver (Mandy Patinkin) wants nothing more than to bring Anne Frank's story to an American audience, and he believes he's the right man to adapt the young girl's diary for the stage. But his

passion spirals into a lifelong obsession when a New York publishing house reveals its own plans for what would become one of the most powerful and enduring documents of the 20th century.

Inspired by the story of Meyer Levin, *Compulsion* marks the Yale Rep debuts of Rinne Groff, whose plays have been praised for their "kaleidoscope style" (*The Village Voice*), and Oskar Eustis, the artistic director of The Public Theater.

BIOGRAPHIES

CAST

HANNAH CABELL (Miss Mermin, Mrs. Silver) New York credits include the Broadway revival of *A Man for All Seasons* (Roundabout Theatre Company), *Pumpgirl* (Manhattan Theatre Club), *Jane Eyre* (The Acting Company), *Millicent Scowllworthy* (Summer Play Festival), *Gentleman Caller* (Clubbed Thumb), *Mark Smith* (13P), and *Uncivil Wars* (Pickup Performance Company). Her regional credits include the world premiere of Sarah Ruhl's adaptation of *Three Sisters* (Cincinnati Playhouse in the Park); Lewis Black's *Slight Hitch* (New York Stage and Film); the world premiere of Sarah Ruhl's *In the Next Room, or the vibrator play* (Berkeley Repertory Theatre); *Sedition, Mary's Wedding* (Westport Country Playhouse); and ten seasons with The Barnstormers Theatre in New Hampshire. She received her BA from Oberlin College and her MFA from NYU's Tisch School of the Arts.

MANDY PATINKIN (Mr. Silver) won the Tony Award for his Broadway debut in *Evita* and was again nominated for *Sunday in the Park with George* and *The Wild Party*. He also appeared on Broadway in *Trelawny of the 'Wells,' The Shadow Box, The Secret Garden, Falsettos*, and his solo concerts *Dress Casual, Celebrating Sondheim*, and *Mamaloshen*. For the New York Shakespeare Festival/The Public Theater, Mandy appeared in *Leave It to Beaver Is Dead, The Knife, The Winter's Tale, Henry IV – Part I, Rebel Women, Hamlet*, and *Dress Casual*. Other theatre credits include *The Split, Savages, Enemy of the People*, and most recently *The Tempest* at Classic Stage Company. Film appearances include *The Choking Man, Pinero, The Adventures of Elmo in Grouchland, Lulu on the Bridge, Men with Guns, The Princess Bride, Yentl, The Music of Chance, Daniel, Ragtime, Impromptu, The Doctor, Alien Nation, Dick Tracy, The House on Carroll Street, True Colors, Maxie*, and *Squanto: Indian Warrior*. Television series include *Chicago Hope* (Emmy Award), Showtime's *Dead Like Me*, and *Criminal Minds*. His solo albums include *Mandy Patinkin, Mandy Patinkin Dress Casual*, and on the Nonesuch label: *Experiment, Oscar and Steve, Mamaloshen, Mandy Patinkin Sings Sondheim*, and *Kidults*. Mandy continues to tour his concerts *Dress Casual, Celebrating Sondheim, Mamaloshen*, and *An Evening with Patti LuPone and Mandy Patinkin*.

STEPHEN BARKER TURNER (Mr. Thomas, Mr. Harris, Mr. Ferris, Mr. Matzliach, Mr. Williams) appeared as Jerry in *The Evildoers* at Yale Rep in 2008. He has also appeared in *The Scene, After Ashley* (world premieres, Humana Festival of New American Plays); *Hedda Gabler* (American Conservatory Theater); *All My Sons* (Roundabout); *Race* (Classic Stage Company); *A Letter from Ethel Kennedy* (MCC Theater); *Lips* (Primary Stages); *Measure for Measure, All's Well That Ends Well, Richard III* (New York Shakespeare Festival); as well as productions at Williamstown Theatre Festival, Arena Stage, Long Wharf, Intiman Theatre, Magic Theater, Denver Center Theatre Company, Hartford Stage Company, and New York Stage and Film, among others. His film and television credits include *The Scene* (upcoming), *Human Resources* (upcoming), *We Pedal Uphill, Satellite, The Warrior Class, The Disappearance of Andy Waxman, Cosmopolitan, Blair Witch 2, Machiavelli Rises*, all three *Law & Order* series, *Hack, Sex and the City, Swift Justice, Guiding Light, One Life to Live*, and *All My Children*. Mr. Turner is a graduate of The Juilliard School and a Fox Fellow.

EMILY DeCOLA (PUPPETEER) works with puppetry and masks as a designer, director, and performer. As a puppeteer, she has appeared in New York in *Hamlet* (The Public Theater), regionally in *Peter & Wendy* and *Prelude to a Death in Venice* (Mabou Mines), and on television in *LazyTown* (Nickelodeon). She is a founding member (with Eric Wright) of The Puppet Kitchen: a full-service puppet studio in New York's East Village.

LIAM HURLEY (PUPPETEER) has worked as a puppeteer for eight years in and around New York City. He has performed for thousands of children as part of City Parks Foundation's Puppets in the Parks touring company and has built several shows for the Swedish Cottage Marionette Theatre in Central Park. Liam was a performer in Erik Sanko's *The Fortune Teller* at HERE Arts Center and Dartmouth College, as well as *Ice Cream for Diablo* by Oliver Dalzell. He has played drums for the Off-Broadway production of *Reefer Madness* and currently tours with singer/songwriter Josh Ritter.

ERIC WRIGHT (PUPPETEER) has puppeteered in New York in *Powerhouse* (New York International Fringe Festival); *The Cat Who Went to Heaven* (The Culture Project); *Disfarmer, Hiroshima Maiden* (St. Ann's Warehouse); *La Bella Dormiente Nel Bosco, Petrushka* (Lincoln Center); and *Madama Butterfly* (The Metropolitan Opera). His regional credits include *Peter and Wendy* (Arena Stage) and *Don't Trust Anyone Over Thirty* (Art Basel Miami). His television work includes three seasons on PBS's *SeeMore's Playhouse* as Harry Hippo. www.puppetkitchen.com

CREATIVE TEAM

RINNE GROFF (PLAYWRIGHT) is the author of the plays *The Ruby Sunrise* (The Public Theater), *What Then* (Clubbed Thumb), *Jimmy Carter Was a Democrat* (PS 122), *Orange Lemon Egg Canary: A Trick in Four Parts* (Humana Festival of New Plays – Actors Theatre of Louisville), *The Five Hysterical Girls Theorem* (Target Margin Theater), *Inky* (Women's Project), and *The Moliere Impromptu* (Trinity Repertory Company), among others; and of the musicals *In the Bubble* (book and co-lyrics; American Musical Theater Project) and *Saved* (co-book and lyrics; Playwrights Horizons). Rinne has received fellowships from the MacDowell Colony, the Sundance Theatre Lab, the Australian National Playwrights Conference, the Guggenheim Foundation, the Perry Mansfield New Noises Festival, and Chautauqua Theater Company; OBIE Award and NYSCA Individual Artist grants; and a Whiting Writers Award. She wrote for a season of *Weeds* on Showtime. She is a founding member of Elevator Repair Service and a member of New Dramatists and the Dramatists Guild. Rinne received her BA from Yale College and MFA from NYU's Tisch School of the Arts, where she teaches in the Goldberg Department of Dramatic Writing.

OSKAR EUSTIS (DIRECTOR) has been the Artistic Director of The Public Theater since 2005. From 1981 through 1986, he was resident director and dramaturg at the Eureka Theatre Company in San Francisco and Artistic Director there until 1989, when he moved to L.A.'s Mark Taper Forum as Associate Artistic Director, where he remained until 1994. Mr. Eustis then served as Artistic Director at Trinity Repertory Company in Providence, Rhode Island, for eleven years. At The Public he has directed the 2008 Shakespeare in the Park production of *Hamlet*, featuring Michael Stuhlbarg and Sam Waterston, and the New York premiere of Rinne Groff's *The Ruby Sunrise*. At Trinity Rep he directed the world premiere of Paula Vogel's *The Long Christmas Ride Home* (Elliot Norton Award for Outstanding Production); *Homebody/Kabul* (Elliot Norton Award for Outstanding Production); the world premiere of Rinne Groff's *The Ruby Sunrise*; *Angels in America, Part I: Millennium Approaches* (Elliot Norton Award for Outstanding Director); *Angels in America, Part II: Perestroika*. He has directed world premieres of plays by Philip Kan Gotanda, David Henry Hwang, Emily Mann, Suzan-Lori Parks, Ellen McLaughlin, and

Eduardo Machado, among many others. He commissioned Tony Kushner's *Angels in America* at the Eureka Theatre Company in San Francisco and directed its world premiere at the Mark Taper Forum. He was a professor of Theatre, Speech and Dance at Brown University, where he founded and chaired the Trinity Rep/Brown University Consortium for professional theatre training. He received an honorary doctorate from Brown in 2001 and currently serves as Professor of Dramatic Writing and Arts and Public Policy at New York University.

EUGENE LEE (SCENIC DESIGNER) has been the production designer at *Saturday Night Live* since 1974. He holds BFA degrees from the Art Institute of Chicago and Carnegie Mellon, an MFA from Yale, and three honorary doctorates. He is currently represented on Broadway by the musical *Wicked*. He has received the Tony Award, American Theatre Wing's Design Award, Outer Critics Circle Award, Drama Desk Award, Lucille Lortel Award, Elliot Norton Prize for Sustained Achievement, and Pell Award. He was recently inducted into the Theatre Hall of Fame in New York. He lives with his wife Brooke in Providence, where they raised their two sons.

LISA LOEN (COSTUME DESIGNER) is a third-year MFA candidate at Yale School of Drama, where her credits include last season's *The French Play* (Carlotta Festival of New Plays) and Brecht's *Man=Man*. At the Yale Cabaret she designed *The Little Prince*, *Babs the Dodo*, *Dancing in the Dark*, and *Chicano Sketches*. Other theatre credits include *The Threepenny Opera*, *Uncle Vanya*, and *Luku Lake* (Wright State University Dance Ensemble). She received a BFA in costume design from Wright State University in 2007.

MARIE YOKOYAMA (LIGHTING DESIGNER) is a third-year MFA Candidate at Yale School of Drama, where her credits include *American Catnip*, *The French Play* (Carlotta Festival of New Plays); *The Ghost Sonata*, *Man=Man*, and *Jelly's Last Jam*. Yale Cabaret credits include *The Homecoming Project*, *Electra: Mask Ritual*, *One for the Road*, and *The Little Prince*. Credits outside of the university include *King Cat Calico* produced by Son of Semele and *The Underpants* by Little Fish Theatre. She graduated from California State University, Long Beach, with a BA in Technical Theatre Arts in 2006.

DARRON L. WEST (SOUND DESIGNER) His work has been heard in more than 400 Broadway, Off-Broadway, national, and international productions. He is the recipient of the Lortel, AUDELCO, Henry Hewes, Princess Grace, OBIE, and Entertainment Design Magazine EDDY Awards. His directing credits include *Kid Simple* (2004 Humana Festival of New Plays), *Big Love* (Austin's Rude Mechanicals; Austin Critics Table Award, Best Director), and the national tours of SITI's *War of the Worlds Radio Play* and *RadioMacbeth*. He served as resident sound designer at the Actors Theatre of Louisville and is a founding member of Anne Bogart's SITI Company.

MATT ACHESON (PUPPET DESIGNER) has had the pleasure of performing, building, and touring extensively with Basil Twist's productions of *Symphonie Fantastique*, *Petrushka*, *Master Peter's Puppet Show*, and *La Bella Dormiente Nel Bosco*; Dan Hurlin's productions of *Hiroshima Maiden* and *Disfarmer*; the Mabou Mines production of *Peter and Wendy*; Lee Breuer's *A Prelude to Death in Venice*; Paula Vogel's *A Long Christmas Ride Home*; and was the puppetry rehearsal director for The Metropolitan Opera's *Madame Butterfly*. Matt has also worked with choreographer Nami Yamamoto on *A Howling Flower* and directs the St. Ann's Warehouse Puppet Lab with Tom Lee. Film credits include the national and international Audience Choice Awards-winning *In the House of the Sin Eater*, which he wrote, directed, and designed with filmmaker Paul Kloss. Currently Matt is collaborating with Tom Lee to create a new piece for The Swedish Marionette Theater in Central Park.

AMY BORATKO (DRAMATURG) previously served as dramaturg on the Yale Rep productions of *Notes from Underground*, *A Woman of No Importance*, *Eurydice*, and *The Cherry Orchard*. Other dramaturgy credits include *The Time of Your Life*, *The Summer People*, *Romeo and Juliet*, *The War Is Over* (Yale School of Drama); as well as 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.

THOM JONES (VOCAL AND DIALECT COACH) has been the Voice and Speech Director for Trinity Repertory Company for nine seasons. His theatre credits include productions at The Public Theater (New York), Long Wharf Theatre, Alabama Shakespeare Festival, Hangar Theatre (six seasons), Rites and Reason, Providence Black Rep, Actors Theatre of Louisville, Huntington Theatre Company, and Dallas Theatre Center. Film and Television credits include *Black Irish* with Brendan Gleeson and Melissa Leo; *Edge of Darkness* with Mel Gibson; *Rabbit Hole* with Nicole Kidman, Dianne Wiest, and Aaron Eckhart; and *Brotherhood* (Showtime). He is director of voice and speech for the Brown/Trinity Rep Consortium. Other teaching: Purchase College, NYU at Playwrights Horizons, The Paper Mill Playhouse Conservatory, Providence College, and Rhode Island College.

JESSICA BARKER (STAGE MANAGER) is a third-year MFA candidate at Yale School of Drama, where her credits include *The Bedtrick*, *The Robbers*, *I Am a Superhero*, *Peer Gynt*, *Learning Russian*, and *Dramatis Personae*. Other recent credits include *Lydia* (Yale Rep); *Three Sisters, or a Dormouse's Tale*; *Little Shop of Horrors* (Yale Cabaret); *Fly-by-Night* (Yale Summer Cabaret); Fall Opera Scenes (Yale Opera); *sam i was* (Yale Institute for Music Theatre); *La Passion de Simone* and Lemi Ponifasio's *Requiem* (Lincoln Center's Mostly Mozart Festival). She received her BFA in technical theatre from the University of Central Missouri.

TICKET INFORMATION AND PERFORMANCE SCHEDULE

Tickets for **COMPULSION** range from \$35-82 and are available online at www.yalerep.org, by phone at (203) 432-1234, and in person at the Yale Rep Box Office (1120 Chapel Street, at York Street). Student, senior, and group rates are also available.

In addition, all tickets for the Monday, February 1, performance are \$10.

Friday, January 29	8PM	
Saturday, January 30	NO PERFORMANCES	
Sunday, January 31	7PM	
Monday, February 1	8PM	All Tickets \$10
Tuesday, February 2	8PM	
Wednesday, February 3	8PM	
Thursday, February 4	8PM	Opening Night
Friday, February 5	8PM	
Saturday, February 6	NO PERFORMANCES	
Sunday, February 7	2PM	Talk Back
February 8-15	NO PERFORMANCES	
Tuesday, February 16	8PM	
Wednesday, February 17	2PM	Senior Reception
Wednesday, February 17	8PM	

Thursday, February 18	8PM	Talk Back
Friday, February 19	8PM	
Saturday, February 20	2PM	Open Captioning / Talk Back
Saturday, February 20	8PM	Grad Night
Sunday, February 21	2PM	
Tuesday, February 23	8PM	
Wednesday, February 24	8PM	
Thursday, February 25	8PM	
Friday, February 26	8PM	
Saturday, February 27	NO PERFORMANCES	
Sunday, February 28	2PM	Audio Description
Sunday, February 28	7PM	

ABOUT YALE REPERTORY THEATRE

Yale Repertory Theatre is dedicated to the production of new plays and bold interpretations of classics that make immediate connections to contemporary audiences. A champion of new work, Yale Rep 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, and many plays first produced at Yale have been presented at theatres across the country. Yale Rep's productions have garnered more than 40 Tony Award nominations and eight Tony Awards: the theatre is also the recipient of the Tony Award for Outstanding Regional Theatre. Professional assignments at Yale Repertory Theatre are an integral component of the program at Yale School of Drama, the nation's leading graduate theatre training conservatory.

ALSO THIS SEASON AT YALE REP

THE SERVANT OF TWO MASTERS

By Carlo Goldoni

Adapted by Constance Congdon

From a translation by Christina Sibul

Directed by Christopher Bayes

March 12-April 3, 2010

BATTLE OF BLACK AND DOGS

By Bernard-Marie Koltès

Translated by Michaël Attias

Directed by Robert Woodruff

April 16-May 8, 2010

####

www.yalerep.org

The New York Times

PRINTER-FRIENDLY FORMAT
SPONSORED BY

CAREY
MULLIGAN

February 10, 2010

A Writer Seared by Anne Frank

By SYLVIANE GOLD

Rinne Groff likes complexity, and her newest play, having its world premiere at Yale Repertory Theater, offers it up in spades.

"Compulsion" is the lightly fictionalized history of Meyer Levin, a writer who specialized in lightly fictionalizing history. Mr. Levin's most famous work was called "Compulsion," but Ms. Groff's "Compulsion" is not about that bestselling 1956 novel drawn from the infamous Leopold and Loeb murder case. Nor is it about the subsequent play, or the movie version. And it's not about the lawsuit that Nathan Leopold filed, claiming his privacy had been infringed and his life story stolen. Got all that?

Ms. Groff's concern is with Meyer Levin's *other* lawsuits and his *other* play about real people, the one based on "The Diary of Anne Frank."

In case you're thinking, "Oh, I've seen that," you haven't — not unless you happened to be in the Israeli army in the mid-'60s or at Brandeis University in 1972. The Anne Frank play (or movie) you have seen is the one by Albert Hackett and Frances Goodrich, the big-time Hollywood screenwriters recruited to the project after Mr. Levin's draft was deemed unsuitable. And therein hangs this fascinating, multilayered tale.

With Mandy Patinkin playing the intense, irascible Sid Silver — like Mr. Levin, an ambitious Jewish writer seared by the experience of covering the liberation of the Nazi concentration camps — "Compulsion" tracks 30 years of his obsessive, paranoid and just plain ornery pursuit of vindication for his rejected stage version of the Anne Frank story.

It all begins benignly enough, when Sid's French wife gives him a copy of the French edition of the book. Overcome, inspired, seeing at last a way to bring home the meaning of the Holocaust to those who have not been face-to-face, as he has, with the piled-up corpses and walking skeletons of Buchenwald and Dachau, Sid resolves to get the book published in America. To that end he offers his services to Anne's father, Otto, and makes the rounds of New York publishers, spinning visions of Anne in bookstores, on stage, on screen.



Partially Scanned Material

The remainder of this page/item has not been digitized due to copyright considerations. The original can be viewed at the Minnesota Historical Society's Gale Family Library in Saint Paul, Minnesota. For more information, visit www.mnhs.org/library/.

Advertisement



ARTICLE COLLECTIONS

You are here: Courant.com > Collections > Diary

Ads by Google



A NATIONAL ENERGY TAX

ROB SIMMONS SPONSORED THE LEGISLATION

Linda WILL FIGHT IT.

U.S. Senate 2010

PAID FOR BY LINDA MCMAHON FOR SENATE 2010

FIND MORE STORIES ABOUT

- Diary
- Anne Frank

STAGE REVIEW

A Majestic 'Compulsion'

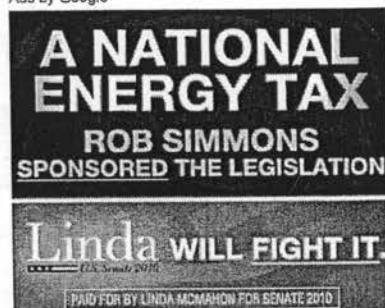
February 06, 2010 | By SUSAN HOOD, Special to The Courant

"I don't want to have lived in vain, like most people. I want to be useful or bring enjoyment to all people, even those I've never met. I want to go on living even after my death!"

That prophetic statement appears in "Anne Frank: The Diary of a Young Girl," a book that consumed much of the life of American novelist and journalist Meyer Levin.

A champion of the diary before its U.S. publication in 1952, Meyer was determined to have his stage treatment of it produced as well. Certain that he told Anne's story faithfully, and unable to contain his ruthless possessiveness for her legacy, he was snared by — and foisted his own — internecine conflicts and legal wrangles with Doubleday, the American publisher of the diary, a string of theatrical producers and playwrights, and even Anne's father, Otto.

Ads by Google



A NATIONAL ENERGY TAX

ROB SIMMONS SPONSORED THE LEGISLATION

Linda WILL FIGHT IT.

U.S. Senate 2010

PAID FOR BY LINDA MCMAHON FOR SENATE 2010

Advertisement



AUGUST 9 - If You Haven't Had A DUI, You Are Paying Too Much For Auto Insurance

SELECT YOUR AGE:

25	26	27	28	29	30	31
32	33	34	35	36	37	38
39	40	41	42	43	44	45
46	47	48	49	50	51	52
53	54	55	56	57	58	59
60	61	62	63	64	65	66
67	68	69	70	71	72	73
LowerMyBills.com	74	Calculate New Payment				

In Levin's view, his adversaries' commercial interests outweighed concerns for presenting Anne's precocious artistry and life truthfully, especially by glossing over her Jewish identity, thereby obscuring lessons of the Holocaust. Adding insult to bitter injury, he felt that key elements of his stage adaptation were plagiarized.

His story adds another layer of anguish and poignancy to a lesser-known chapter in the birth of Anne Frank's afterlife.

Levin's zealous devotion to the young woman he never met is given fictional form in "Compulsion," an enthralling drama of immense imagination, of emotional and moral complexity, and — of all things — sparkling humor. Written by Rinne Groff and directed by Oskar Eustis, artistic director of New York's Public Theater, this world premiere now playing in New Haven is co-produced by Yale Repertory Theatre, The Public Theater and Berkeley Repertory Theatre.

It stars Mandy Patinkin as Sid Silver, subbing for Levin by appropriating the name of a character Levin created as an alter-ego in his literary work, and Hannah Cabell in the dual roles of a powerful Doubleday editor and as Silver's effervescent French-born wife, who is worn to shreds by her husband's obsession. Stephen Barker Turner Levin (Jerry in "The Evildoers" at Yale Rep) also takes on multiple characters, mainly Silver's nemeses.

Anne and Otto Frank and others appear, too, but as marionettes designed by Matt Acheson, and given voice by Patinkin and Cabell. (Although these are talking parts, we know Patinkin's voice is a superb musical instrument; Cabell projects a lustrous, resonant alto.)

Ads by Google

Best 5 Dating Sites 2010

Best Online Dating Websites Ranked by Singles Like You!

www.Consumer-Rankings.com/Dating

1 | 2 | Next



Index by Keyword | Index by Date | Privacy Policy | Terms of Service



Partially Scanned Material

The remainder of this page/item has not been digitized due to copyright considerations. The original can be viewed at the Minnesota Historical Society's Gale Family Library in Saint Paul, Minnesota. For more information, visit www.mnhs.org/library/.



October 15, 2009

FOR IMMEDIATE RELEASE

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

**YALE REPERTORY THEATRE
ANNOUNCES
FULL CASTING AND CREATIVE TEAM FOR
WORLD PREMIERE OF**

POP!

**A NEW MUSICAL BY MAGGIE-KATE COLEMAN AND ANNA K. JACOBS
DIRECTED BY MARK BROKAW**

**CAST INCLUDES
DANNY BINSTOCK, RANDY HARRISON, DOUG KREEGER,
LESLIE KRITZER, CRISTEN PAIGE,
BRIAN CHARLES ROONEY, AND EMILY SWALLOW**

NOVEMBER 27-DECEMBER 19

YALE REPERTORY THEATRE (James Bundy, Artistic Director; Victoria Nolan, Managing Director) announces complete casting and the creative team for the world premiere of ***POP!***, a new musical with book and lyrics by **Maggie-Kate Coleman** and music by **Anna K. Jacobs**, directed by **Mark Brokaw**. ***POP!*** will play for 22 performances only, November 27-December 19. Opening Night is Thursday, December 3.

The cast of ***POP!*** includes **Danny Binstock** (Gerard), **Randy Harrison** (Andy Warhol), **Doug Kreeger** (Ondine), **Leslie Kritzer** (Valerie), **Cristen Paige** (Edie), **Brian Charles Rooney** (Candy), and **Emily Swallow** (Viva).

POP! will feature choreography by **Denis Jones**, musical direction by **Lynne Shankel**, sets by **Valérie Thérèse Bart**, costumes by **Ying Song**, lighting by **Kevin Adams**, sound by **David Budries**, projections by **Tal Yarden**, orchestrations by **Bruce Coughlin**, dramaturgy by **Catherine Sheehy**, and stage management by **Jenna Woods**.

ABOUT POP!

Who shot Andy Warhol? The fabulous drag queen Candy Darling hosts a happening whodunit musical in which the famous—and infamous—denizens of Warhol's legendary Factory all have motives to pull the trigger. But the pop art icon unravels an even bigger mystery as he confronts not only the prime suspects, but also his art and his own greatest creation: himself.

ABOUT THE CAST

DANNY BINSTOCK (GERARD) is a second-year MFA candidate at Yale School of Drama, where he most recently appeared as Dr. Dorn in *The Seagull*. His other theatre credits include *Paradise Lost*, *Man in Love* (Yale School of Drama); *Bones in Basket*, *Language of Angels*, *Nijinsky's Last Dance* (Yale Cabaret), as well as productions at the Signature Theatre, The Shakespeare Theatre, North Shore Music Theatre, and the New York Music Theatre Festival. He received his BFA in music theatre from the University of Michigan.

RANDY HARRISON (ANDY WARHOL) has appeared in New York on Broadway in *Wicked* and Off-Broadway in Craig Lucas's *The Singing Forest* (The Public Theater), *Antony and Cleopatra* (Theatre for a New Audience), *Edward II* (Red Bull Theater), and *A Letter from Ethel Kennedy* (Manhattan Class Company). His regional theatre credits include *The Glass Menagerie* (Guthrie Theater); *A Midsummer Night's Dream* (SITI Company); *Ghosts*, *Waiting for Godot*, and *Amadeus* (Berkshire Theatre Festival). His television work includes five seasons on Showtime's *Queer as Folk*.

DOUG KREEGER (ONDINE) most recently appeared in *Judas & Me* (New York Musical Theatre Festival) and *Rooms: A Rock Romance* (Off-Broadway). His other credits include Kander & Ebb's *The Visit* opposite Chita Rivera (Signature Theatre); the Broadway revival of *Les Misérables*; international tours of *Grease* and *Hair*; the Off-Broadway production of *Thrill Me: The Leopold and Loeb Story*; *Departure Lounge* (The Public Theater); as well as productions at Arkansas Rep, Barrington Stage, Bay Street Theatre, Geva Theatre, Metrostage, and The Old Globe. He appears on the cast albums of *Rooms: A Rock Romance*, *Thrill Me: The Leopold and Loeb Story*, and *Hair: European Tour*. Born and raised in Honolulu, Hawaii, Doug attended the Tisch School of the Arts at New York University and Royal Academy of Dramatic Art in London. www.dougekreeger.com

LESLIE KRITZER (VALERIE) Broadway credits include *A Catered Affair* (Drama Desk Award nomination), *Legally Blonde* (Clarence Derwent Award), *Hairspray*, and the upcoming *Sondheim on Sondheim* with Barbara Cook and Vanessa Williams. Off-Broadway and regional credits include *Judas & Me* (New York Musical Theatre Festival), *Rooms: A Rock Romance* (Outer Critics Circle Award nomination), *On the Town* (City Center Encores!), *The Great American Trailer Park Musical* (Drama Desk nomination), *Leslie Kritzer Is Patti LuPone at Les Mouches* (Joe's Pub, The Plush Room in San Francisco; *Time Out New York* Award), *Bat Boy*, *Godspell*, *Broadway: Three Generations* (Kennedy Center), *Born Yesterday*, the world premiere of *Vanities*, *Urinetown* (National Tour), *Evita*, and an acclaimed run as Fanny Brice in *Funny Girl*. She has performed at London's Royal Albert Hall as a guest soloist honoring Tim Rice and Alan Menken and can be heard on several cast recordings. Film and television credits include *Love and Other Impossible Pursuits*, *3LBS* (CBS), and *Jason and Jessica* (HBO). www.youtube.com/lesliekritzer

CRISTEN PAIGE (EDIE) performed this role in the Yale Institute for Music Theatre workshop of *POP!* Her other theatre credits include *How Now, Dow Jones* (New York International Fringe Festival); *Sarah Plain and Tall* (Dallas Theater Center); Kander & Ebb's *The Visit* (Goodman Theatre, world premiere; Signature

Theatre); the resident Chicago production of *The 25th Annual Putnam County Spelling Bee*; *Cry-Baby* (La Jolla Playhouse, directed by Mark Brokaw); the world premiere of *Loving Repeating* (About Face); *Travesties*, *The Importance of Being Earnest*, *James Joyce's The Dead* (Court Theatre); *A Funny Thing Happened on the Way to the Forum* (Joseph Jefferson Award nomination), *Honk!*, *Bye Bye Birdie*, and *You're a Good Man, Charlie Brown* (Marriott Theatre); *Dames at Sea* (Joseph Jefferson Award nomination), *Lucky Stiff* (Drury Lane Oakbrook); *Peter Pan*, *The Wizard of Oz* (Chicago Shakespeare); *Into the Woods* and *The Taffetas* (Peninsula Players). Ms. Paige received her BFA in acting from Boston University.

BRIAN CHARLES ROONEY (CANDY) performed this role in the Yale Institute for Music Theatre and New York University workshops of *POP!* Other theatre credits include Lucy Brown in *The Threepenny Opera* (Roundabout Theatre Company); *Camelot*, New York Philharmonic (seen on PBS); Tony in *West Side Story* (International tour); *The Music of Andrew Lloyd Webber* (North American tour); Dionne Salon in *Bedbugs!!!* (New York Musical Theatre Festival); Piers Gaveston in *Edward the King* (The Barrow Group); Homer in *Floyd Collins* (Actors' Playhouse at the Miracle Theatre); Younger Brother in *Ragtime* (White Plains Performing Arts Center); the title role in *Batboy! The Musical*; *The Bully* (Vital Theater Company); *The Taxi Cabaret* (Prospect Theatre Company); *Becoming Tennessee* (Eugene O'Neill Theater Center); and productions at Blumenthal Performing Arts Center, Pittsburg CLO, Paper Mill Playhouse, American Conservatory Theater, and Berkshire Theatre Festival, among others. He received his BA from Duke University and certificate in acting from American Conservatory Theater. www.briancharlesrooney.com

EMILY SWALLOW (VIVA) has appeared in New York in the Broadway production of *High Fidelity*; *Romantic Poetry* (Manhattan Theatre Club); *The Black Eyed* (New York Theatre Workshop); *Measure for Pleasure*, *Much Ado About Nothing* (The Public Theater); *Like Love* (New York Musical Theatre Festival); and *Orange Lemon Egg Canary* (PS 122). Her regional theatre credits include *A Midsummer Night's Dream* (Guthrie Theater), *Enchanted April* (San Jose Rep), *Metamorphoses* (Pioneer Theatre), *Measure for Pleasure* (Sundance Theatre Institute). Her film and television credits include *The Lucky Ones*, *NCIS*, *Southland*, *Flight of the Conchords*, *Journeyman*, *Jericho*, *Medium*, and *Guiding Light*. She received her BA in Middle Eastern studies from University of Virginia and her MFA from NYU's Tisch School of the Arts.

ABOUT THE CREATIVE TEAM

MAGGIE-KATE COLEMAN (BOOK, LYRICS) wrote the book and lyrics for *POP!* and *From a Childhood*, written with Erato Kremmyda (Montclair State University, April 2009). Her work has been featured at The York Theatre Company's NEO Cabaret (with composer Daniel Maté), Joe's Pub, Barrington Stage, Laurie Beechman Theatre, Prospect Theater Company, Goodspeed Musicals, The Darlinghurst Theatre, New York Theatre Barn, and most recently at the National Alliance for Musical Theatre's Songwriters Showcase. Current projects include *rainsong*, a dance theatre piece with composer Erato Kremmyda and choreographer Clare Cook; an adaptation of Ludwig Tieck's *Der Blonde Eckbert*; and a full-length musical inspired by poems from Rainer Maria Rilke's *Book of Images*. A graduate of Ithaca College and NYU's Tisch School of the Arts Graduate Musical Theatre Writing program, she also trained at the National Theater Institute at the Eugene O'Neill Theater Center. Member: Dramatists Guild of America.

ANNA K. JACOBS (MUSIC) composed the scores for *POP!* and *Stella and the Moon Man* (Sydney Theatre Company/ Theatre of Image/ Australian Youth Orchestra, 2005), which won a Helpmann Award. Current projects include music for *Harmony*, *Kansas*, about a gay men's chorus in rural Kansas, and lyrics for inclusion in *Shooting from the Hip*, a song cycle commissioned to open the 2011 Sydney Festival. Her

music and lyrics have been featured at NAMT, Cutting-Edge Composers, Joe's Pub, Ars Nova, The York Theatre, Theatre Row, The Laurie Beechman Theater, NYTB at the Duplex, Barrington Stage, Goodspeed Musicals, Don't Tell Mama, The Darlinghurst Theatre, The Art Gallery of NSW, and many others. Anna is a graduate of NYU's Graduate Musical Theatre Writing Program and the University of Sydney, and also studied composition at the Indiana University Jacobs School of Music. She is a member of the Dramatists Guild of America and is represented by the Australian Music Centre and MorningStar Music Publishers. Originally from Sydney, Australia, she is now based in New York. www.annakjacobs.com

MARK BROKAW (DIRECTOR) New York credits include *After Miss Julie*, *Distracted*, *The Constant Wife*, *Suddenly Last Summer* (Roundabout); *Mouth to Mouth*, *This Is Our Youth* (New Group); *The Long Christmas Ride Home*, *Stranger*, *The Dying Gaul*, *How I Learned to Drive* (Vineyard Theatre); *Reckless* (Manhattan Theatre Club/Second Stage Theatre); *Lobby Hero* (Playwrights Horizons); *As Bees in Honey Drown* (Drama Dept.); *The Good Times are Killing Me* (Second Stage); *Old Money* (Lincoln Center Theater); *2.5 Minute Ride* (The Public Theater); and the musical *Cry-Baby*. Other work includes productions at Guthrie Theater, Mark Taper Forum, Seattle Rep, La Jolla Playhouse, Steppenwolf Theatre Company, Huntington Theatre, Berkeley Rep, Hartford Stage, Long Wharf, New York Stage & Film, Actors Theatre of Louisville, Sundance, and the O'Neill Conference. He has also directed at London's Donmar Warehouse and Dublin's Gate Theatre. A graduate of Yale School of Drama, Mark is the Artistic Director of the Yale Institute for Music Theatre and is an Associate Artist of the Roundabout Theatre.

DENIS JONES (CHOREOGRAPHER) recently choreographed *Coraline* (MCC Theater); *High School Musical*, *The Full Monty*, *Meet Me in St. Louis* (Paper Mill Playhouse); *Pirates!*, *She Loves Me* (Huntington Theatre/Williamstown Theatre Festival); *The Boy Friend* (Maltz Jupiter Theatre; Carbonell Award, Best Choreography); *Dirty Rotten Scoundrels*, *Thoroughly Modern Millie* (Cape Playhouse); and *Everyone Loves a Winner* (Westport Country Playhouse). Denis was also the Associate Choreographer to Jerry Mitchell for Broadway's *Dirty Rotten Scoundrels* and *Legally Blonde*. Denis choreographed the Broadway concerts of *The Best Little Whorehouse in Texas*, *On the Twentieth Century*, and *A Wonderful Life*, as well as *Charles Busch and Julie Halston Together on Broadway* for The Actors Fund of America. Other credits include choreographing *Sex and the City 2*, *The Kennedy Center Honors* (CBS), *Rosie Live* (NBC), and national commercials for Staples and Glade. Denis was proud to have served as the director of *Broadway Bares*, from 2005-2008, benefiting Broadway Cares/Equity Fights AIDS.

LYNNE SHANKEL (MUSICAL DIRECTOR) was music director/arranger for the Broadway production of *Cry-Baby*. She was also the resident music supervisor for the Tony Award-winning revival of *Company*, and conducted the Grammy-nominated cast album. She was music director/arranger for Off-Broadway's *Altar Boyz*, for which she received a Drama Desk nomination. Other Broadway credits include *Beauty and the Beast*; *You're a Good Man, Charlie Brown*; and *The Lion King*. Off-Broadway: *Vanities* (orchestrations), *The Thing About Men*, *Summer of '42* (music direction, vocal arrangements, orchestrations), *The Cocoanuts*, *Milk and Honey*. Regional: *Cry-Baby* (La Jolla Playhouse); *Party Come Here*, *The Opposite of Sex* (Williamstown Theatre Festival), *Vanities* (Pasadena Playhouse, Theatreworks); *Princesses* (5th Avenue Theatre; Goodspeed at Chester); *Tom Jones* (North Shore Music Theatre); *Summer of '42* (Goodspeed, Theatreworks); *Twelfth Night* (Long Wharf); *Rough Crossing*, and *Camino Real* (Hartford Stage).

VALÉRIE THÉRÈSE BART (SCENIC DESIGNER) is a third-year MFA candidate at Yale School of Drama, where her recent credits include *The Tempest* (sets) and *The Robbers* (costumes). She will design the costumes for *The Servant of Two Masters* at Yale Rep this spring. Other costume design credits include

Cabaret, *The Wind in the Willows*, *James and the Giant Peach* (Santa Ana College), *Monster*, *One Flew Over a Cuckoo's Nest* (Sight Unseen Theatre Group), *Twelfth Night* (Footprint on the Sun), *Metamorphosis* (UCLA Theatre). Film credits include *The Commotion* (Vanishing Pictures) and *A Kiss on the Nose* (USC Film). Valérie has also designed costumes for dance concerts at Santa Ana College, in which she danced herself, and has worked at South Coast Repertory Theatre, Pasadena Playhouse, A Noise Within Theatre, and The Colorado Shakespeare Festival. She holds a BA from the University of California, Los Angeles.
www.valeriebart.com

YING SONG (COSTUME DESIGNER) is a third-year MFA candidate at Yale School of Drama, where her credits include costumes for last season's *American Catnip* (Carlotta Festival of New Plays) and *Love's Labour's Lost*. She received her BA in fashion design at Tsinghua University, China. In 2004, her fashion design was selected as one of the ten best creative works to represent China in the world finals of the prestigious International Competition of Young Fashion Designers.

KEVIN ADAMS (LIGHTING DESIGNER) most recently designed the lighting for the Green Day musical *American Idiot* (Berkeley Repertory Theatre) and Tony Kushner's *The Intelligent Homosexual's Guide to Capitalism and Socialism with a Key to the Scriptures* (Guthrie Theater). Broadway credits include *Next to Normal* (Tony Award nomination), *Hair* (Tony, Drama Desk, Outer Critics Award nominations), *Spring Awakening* (Tony Award; also London, Japan, Korea, Vienna, US tour), *The 39 Steps* (Tony and Drama Desk Awards), *Passing Strange*, *Take Me Out*, and *Hedda Gabler* with Kate Burton. He has designed solo shows by John Leguizamo, Eve Ensler, Anna Deveare Smith, and Eric Bogosian. Off-Broadway credits include *Hedwig and the Angry Inch*; and new work by Edward Albee, Christopher Durang, Richard Greenberg, Arthur Kopit, Terrence McNally, Charles Mee, Neil Simon, and Paula Vogel. Concerts: Magnetic Fields' *69 Love Songs*, Audra McDonald, Patti LuPone, and Sandra Bernhard. He is the recipient of the 1999 and 2007 Lucille Lortel Awards and the 2002 OBIE Award for Sustained Excellence.
www.ambermylar.com

DAVID BUDRIES (SOUND DESIGNER) is the Sound Design Advisor at Yale Repertory Theatre, where his credits include *Happy Now?*, *Trouble in Mind*, *Black Snow*, and *Safe in Hell*, among many others. His New York credits include *Souvenir*; *Ah, Wilderness!*; *A Long Day's Journey into Night*; *Our Country's Good*; *Other People's Money*; *Measure for Measure*; *And a Nightingale Sang*; *From the Mississippi Delta*; *Search and Destroy*; *End of the Day*; *Playland*; and *Marisol*. His regional theatre credits include productions at Long Wharf, Hartford Stage, CENTERSTAGE, McCarter Theatre, Huntington Theatre Company, Dallas Theater Center, La Jolla Playhouse, Ford's Theatre, South Coast Repertory, Trinity Repertory Company, and Alliance Theatre. Mr. Budries chairs the Sound Design department at Yale School of Drama and is a freelance producer of music and radio programs.

TAL YARDEN (PROJECTION DESIGNER) New York credits include *Distracted* (Roundabout Theatre Company); *The Night Watcher* (Primary Stages); *Beast*, *Liberty City*, *The Misanthrope*, *Kaos* (New York Theatre Workshop); Stephen Petronio's *The King Is Dead, Not Garden*; Reza Abdoh's *Tight Right White*, *Quotations from a Ruined City*; Pavel Zustiak's *Le Petit Mort*; Mark Wing-Davey's *Monkey in the Middle*; as well as productions with John Jesurun, Jim Simpson, Mikel Rouse, DD Dorvillier, Mia Lawrence, Kyle de Camp, Conway and Pratt, and Margarita Guergue. International work includes Ivo van Hove's productions of *The Antonioni Project*, *Cries and Whispers*, *Angels in America*, Shakespeare's Roman Tragedies, *Mourning Become Electra*, *Rent*; and Wagner's Ring Cycle. His original productions have been presented by Monkeytown, PS 122, Dance Theater Workshop, and Chashama. Commercial clients include Diesel, Puma, Levis, Heineken, Red Cross, Reem Acra, Armani, Visionaire, Smart Car, Timberland, and Ford Motors. He has also directed music videos and documentaries.

BRUCE COUGHLIN (ORCHESTRATOR) New York orchestration credits include Dolly Parton's *9 to 5* (Drama Desk Award nomination), *Happiness* (Lincoln Center Theater), *Grey Gardens* (Tony, Drama Desk Award nominations), *The Light in the Piazza* (co-orchestrator; Tony, Drama Desk Awards), *Floyd Collins* (OBIE Award; Drama Desk nomination), *Urinetown* (Tony, Drama Desk nominations), the Grammy Award-winning *Annie Get Your Gun*, *Guys and Dolls* (2009), *The Wild Party*, *On the Town*, *The Sound of Music* (Drama Desk nomination), *Triumph of Love*, *Once Upon a Mattress*, and *The King and I*. Other credits include *Giant* (Signature Theatre), *Candide* (National Theatre, London), *Martin Guerre* (Chicago), *Children of Eden* (Paper Mill Playhouse, cast recording), *A Funny Thing Happened on the Way to the Forum* (Stratford Festival), "Miss Baltimore Crabs" for the movie *Hairspray*, the opera *Grapes of Wrath*, and many others. He was principal arranger for the Disney's *Fantasia 2000* and has worked with singers Audra McDonald, Kristin Chenoweth, Patti LuPone, Darius de Haas, among others.

CATHERINE SHEEHY (DRAMATURG) is Resident Dramaturg at Yale Rep and the Chair of Dramaturgy and Dramatic Criticism at Yale School of Drama. Her most recent Yale Rep dramaturgy credits include *Trouble in Mind* and *The King Stag* (which she also co-adapted with Evan and Mike Yionoulis). Her adaptation of *Pride and Prejudice* was recently produced at Asolo Repertory Theatre and Dallas Theater Center. She has worked at the O'Neill Playwrights Conference, in New York and Ireland with the late Joseph Chaikin, at Baltimore's CENTERSTAGE with Irene Lewis, and for four seasons as Festival Dramaturg at Shakespeare Santa Cruz. She is a former associate editor of *American Theatre* and a former editor of *Theater* magazine. She received her doctorate from Yale in 1999 for her dissertation: *If You Care to Blast for It: Excavating the Lost Comic Masterpieces of the American Canon*.

JENNA WOODS (STAGE MANAGER) is a third-year MFA candidate at Yale School of Drama, where her credits include *Man=Man*, *Romeo and Juliet*, *Baal*, and *Grace, or the Art of Climbing*. Previous Yale Rep credits include last season's *Notes from Underground*. Most recently, she stage managed the workshop of *POP!* at the Yale Institute for Music Theatre. Jenna has toured with the national tours of *The Music Man* and *Footloose* (Props Supervisor) and the North American tour of *Riverdance* (Wardrobe Supervisor). Jenna holds a BFA in theater design from the University of Kansas.

TICKET INFORMATION AND PERFORMANCE SCHEDULE

Tickets for *POP!* range from \$35-67 and are available online at www.yalerep.org, by phone at (203) 432-1234, and in person at the Yale Rep Box Office (1120 Chapel Street, at York Street). Student, senior, and group rates are also available.

In addition, all tickets for the Monday, November 30 performance are \$10. Tickets for this performance only go on sale on November 2.

Friday, November 27	8PM	
Saturday, November 28	8PM	
Monday, November 30	8PM	ALL TICKETS \$10 (Tickets on sale November 2)
Tuesday, December 1	8PM	
Wednesday, December 2	8PM	
Thursday, December 3	8PM	Opening Night
Friday, December 4	8PM	
Saturday, December 5	2PM	Talk Back
Saturday, December 5	8PM	Grad Night reception begins at 7PM

Tuesday, December 8	8PM	
Wednesday, December 9	2PM	Senior Reception begins at 1PM
Wednesday, December 9	8PM	
Thursday, December 10	8PM	Talk Back
Friday, December 11	8PM	
Saturday, December 12	2PM	Open Captioning, Talk Back
Saturday, December 12	8PM	
Tuesday, December 15	8PM	
Wednesday, December 16	8PM	
Thursday, December 17	8PM	
Friday, December 18	8PM	
Saturday, December 19	2PM	Audio Description
Saturday, December 19	8PM	

ALSO THIS SEASON AT YALE REP

World Premiere

COMPULSION

By Rinne Groff

Directed by Oskar Eustis

Featuring Mandy Patinkin

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

January 29-February 28, 2010

THE SERVANT OF TWO MASTERS

By Carlo Goldoni

Adapted by Constance Congdon

From a translation by Christina Sibul

Directed by Christopher Bayes

March 12-April 3, 2010

BATTLE OF BLACK AND DOGS

By Bernard-Marie Koltès

Translated by Michaël Attias

Directed by Robert Woodruff

April 16-May 8, 2010

####

www.yalerep.org

RAVE REVIEWS FOR YALE REP'S WORLD PREMIERE OF

POP!

A NEW MUSICAL BY MAGGIE-KATE COLEMAN AND ANNA K. JACOBS

DIRECTED BY MARK BROKAW

NOW THROUGH DECEMBER 19 ONLY!

YALE REPERTORY THEATRE'S world premiere of **POP!**, with book and lyrics by **Maggie-Kate Coleman** and music by **Anna K. Jacobs**, directed by **Mark Brokaw**, is now playing through December 19 only. Here's a sampling of what the critics are saying:

VARIETY: "Filled with glamour, wit, intrigue, sex, and several pistols, **POP!** is **vibrant, hip, fresh, and a hell of a lot of fun**. A **dynamic** score with **smart and funny** lyrics performed with Factory precision and presence by an **outstanding** ensemble. Randy Harrison plays Warhol with terrific comic coolness."

THE NEW YORK TIMES: "**Stylish, cleverly conceived** with moments of **dizzy brilliance**, and **vividly performed** by an appealing young cast with a **zesty energy** that keeps up the adrenaline level. Maggie-Kate Coleman's lyrics, like her often funny book, reflect a deep grounding in the details of the period. Anna Jacobs's music effectively draws on a wide range of pop and musical-theatre sounds."

NEW HAVEN ADVOCATE: "Christmas has come early! I knew it had merit, but **POP!** turned out to be even deeper than I'd anticipated. Maggie-Kate Coleman's **irrepressible** wordplay floats atop Jacobs' **buoyant** and eclectic score. **POP!** crystallizes a single chapter of Warhol's life and makes it **transcendent**."

NEW HAVEN REGISTER: "**A bold, fresh musical**: exciting and inventive songs, a stylish production, and a triple-threat cast!"

HARTFORD COURANT: "**POP! delivers!** The cast is **terrific**: Leslie Kritzer is wonderful as Valerie. Emily Swallow is perfect as Viva. Cristen Paige is a dippy-doodle Edie with a piercing soprano."

CONNECTICUT POST: "**A wildly exuberant new musical!** A battery of fresh young voices recreates the world of Pop artist Andy Warhol. **POP!** does justice to the era and the icon, creating a **work of art in its own right**. Doug Kreeger and Danny Binstock are **impeccable**."

WMNR FINE ARTS RADIO: "**Sensational!** **POP!** generates enough electricity to light up the whole theatre. **Pulsing, powerful, and passionate**. Brian Charles Rooney's phenomenal performance as the transvestite Candy is a tour de force."

The cast of **POP!** is Danny Binstock, Randy Harrison, Doug Kreeger, Leslie Kritzer, Cristen Paige, Brian Charles Rooney, and Emily Swallow.

POP! features choreography by Denis Jones, musical direction by Lynne Shankel, sets by Valérie Thérèse Bart, costumes by Ying Song, lighting by Kevin Adams, sound by David Budries, projections by Tal Yarden, orchestrations by Bruce Coughlin, dramaturgy by Catherine Sheehy, and stage management by Jenna Woods.

The New York Times



November 29, 2009

In Warhol's Head, Where Something Surreal Ensues

By CELIA McGEE

New Haven

ANDY WARHOL clocked fame at 15 minutes, but his just won't end. This month he made news when his silk-screen painting "200 One Dollar Bills" went for \$43.7 million at auction. There are new museum and gallery shows in both London and New York; a new Bond No. 9 perfume named after him; a new book, "Pop: The Genius of Andy Warhol"; a new swimwear collection with his flower prints from his friend Diane von Furstenberg; and a new forgery case, involving his Brillo boxes. His face stares out from this month's ARTnews magazine with the headline "Warhol Inc." in hot pink.

Now he is putting in an appearance in a genre not much associated with his work and world: the stage musical. This summer the Yale Institute for Music Theater, the first joint venture between the schools of music and drama at the university, selected as one of its three initial projects a work in progress, "Pop!," by Maggie-Kate Coleman, 30, a playwright and lyricist, and Anna K. Jacobs, 29, a composer.

That musical's final workshop struck such a chord with James Bundy, dean of the drama school and artistic director of the Yale Repertory Theater, that he and his associates decided to mount a full-scale production of "Pop!" there this season. Opening Thursday, it will be the first new musical at the theater since "Thunder Knocking at the Door" and "The Triumph of Love" during its 1996-97 season.

What would Andy have said? "Something deflective," Mr. Bundy said, "and he would've come to the opening."

The institute idea began with Robert Blocker, dean of the music school, "as I thought about having a closer alliance with the drama school," he said. "We were interested in new work, and how to advantage both the genre and young professionals recently graduated from college or drama school who aspire to participate in it."

That "Pop!" made it beyond a two-week summer workshop so early in its development was a surprise to everyone, Mr. Bundy included. "What I responded to was these very original voices," he said, "who managed to delight an audience while exploring the personas of Andy Warhol and the people around him, the benefits of their choices and the costs. He was the transitional figure between a high modernist ideal and the post-modern world. The musical embodies that zeitgeist."

At the rehearsal space for "Pop" this month the show's director, Mark Brokaw; Ms. Coleman; Ms. Jacobs; and the seven cast members who play Warhol (Randy Harrison), Candy Darling (Brian Charles Rooney), Edie



Partially Scanned Material

The remainder of this page/item has not been digitized due to copyright considerations. The original can be viewed at the Minnesota Historical Society's Gale Family Library in Saint Paul, Minnesota. For more information, visit www.mnhs.org/library/.

boston.com

THIS STORY HAS BEEN FORMATTED FOR EASY PRINTING

STAGES

The Boston Globe

Setting Warhol's shooting, and his scene, to music

By Joel Brown, Globe Correspondent | November 27, 2009

Ever wonder what went on inside Andy Warhol's head? "POP!" - a world premiere musical at Yale Repertory Theatre - goes there. The show's singing and dancing take place in Warhol's mind, with his life hanging in the balance after he's shot at his Manhattan studio/hangout, the Factory.

"A gunshot is the very first thing the audience hears," says composer Anna K. Jacobs. "And the first visual image that the audience sees is Andy Warhol lying alone onstage . . . with a smoking gun nearby on the floor."

Warhol really was shot, in 1968, by loony hanger-on Valerie Solanas, but he survived his wounds and lived another 19 years. The musical, which starts previews tonight, takes a few liberties. For starters, the Pop Art icon doesn't see who shot him. Warhol tries to figure out who pulled the trigger and why, and this leads him to reexamine his fraught relationships with his followers, the often drugged-out and promiscuous Factory scenesters such as Ondine, Edie Sedgwick, Gerard Malanga, and Viva. The transsexual Candy Darling acts as a sort of emcee for this "happening whodunit musical."

"It's a world that's so vibrant and so colorful and full of needy, needy people, tragic people, a bunch of misfits," says Maggie-Kate Coleman, who wrote the book and lyrics. "The Factory is the place where they could come together and have a home."

The behind-the-scenes tale of "POP!" is cheery rather than tawdry. Coleman, a 30-year-old Maryland native, and the Australian Jacobs, 29, met in 2006 as they entered a two-year graduate musical-theater writing program at New York University. Over the first year, each composer in the program worked with each lyricist in a kind of artistic speed dating.

"We just found that although we're very, very different, our tastes are very similar, and so is the intensity with which we work," says Coleman.

In the summer of '08, they teamed up to work on Coleman's Factory idea as their thesis musical. Of course, there was no shortage of reporting available on Factory life, including Warhol's own book, "Popism."

"In researching, what's interesting is the accounts are all so biased in a way that was so helpful to us," Coleman says. "You'll hear the same story told by three different people and it's a different story each time." This gave the duo insights into the relationships and allowed them to form their own interpretation.

The NYU program included a reading of the play in April 2008. "POP!" then had two workshop productions at NYU and Penn State later that year. From there, they applied to the Yale Institute for Musical Theatre, where they worked on the play for two weeks last June under artistic director Mark Brokaw. An offer for the Yale Rep production followed, with Brokaw directing.

"We were sort of fast-tracked a little bit," Coleman says.

"We're pretty . . ." Jacobs says and hesitates.

"Stunned?" suggests Coleman.

"Stunned," agrees Jacobs.

Actor Brian Charles Rooney has played Candy Darling since the first reading at NYU.



Partially Scanned Material

The remainder of this page/item has not been digitized due to copyright considerations. The original can be viewed at the Minnesota Historical Society's Gale Family Library in Saint Paul, Minnesota. For more information, visit www.mnhs.org/library/.



http://www.variety.com/index.asp?layout=print_review&reviewid=VE1117941732&categoryid=33

To print this page, select "PRINT" from the File Menu of your browser.

Posted: Fri., Dec. 4, 2009, 8:10pm PT

Pop!

(Yale Repertory Theater, New Haven, Conn.; 480 seats; \$67 top) A Yale Repertory Theater presentation of a musical in one act, with music by Anna K. Jacobs, book and lyrics by Maggie-Kate Coleman. Directed by Mark Brokaw. Music direction, Lynne Shankel. Choreography, Denis Jones.

Andy Warhol - Randy Harrison
Ondine - Doug Kreeger
Viva - Emily Swallow
Edie - Cristen Paige
Valerie - Leslie Kritzer
Gerard - Danny Binstock
Candy - Brian Charles Rooney

By FRANK RIZZO

How do you make a musical out of an empty paper bag? If you're composer Anna K. Jacobs and lyricist/book writer Maggie-Kate Coleman you fill it with glamour, wit, intrigue, sex and several pistols. After all, you have the shooting of pop artist Andy Warhol as the subject matter, his '60s Factory downtown studio as the setting and celebrity as the theme.

Receiving its world premiere at Yale Repertory Theater in New Haven, "Pop!" is vibrant, satirical and a hell of a lot of fun, making it a hot candidate to transfer to a Gotham run on the story's home turf. Though its self-fabulousness may be off-putting to some, the show should attract contempo auds looking for something hip, fresh and slightly outrageous. "It's no 'Rigoletto,'" as Factory cohort Ondine (Doug Kreeger) says after feminist revolutionary Valerie Solanis (Leslie Kritzer) sings "Up Your Ass."

The show is set entirely in the mind of Warhol the moment he is shot in 1968 in his New York loft, which had become the gathering place of downtown denizens, hangers-on and fashionable druggies, dragsters and artiste wannabes who see their own flash of fame reflected in Andy.

Show opens with a bang, followed by an especially dazed Andy (played with terrific comic coolness by Randy Harrison) remarking with more curiosity than pain, "Ouch." Andy rises from the ground, takes a piece of chalk and draws a victim outline around where his body fell. Then, in a brilliant gesture that



Partially Scanned Material

The remainder of this page/item has not been digitized due to copyright considerations. The original can be viewed at the Minnesota Historical Society's Gale Family Library in Saint Paul, Minnesota. For more information, visit www.mnhs.org/library/.

YALE REPERTORY THEATRE
2010-2011 Season

We Have Always Lived in the Castle

World Premiere

By Adam Bock (Book and Lyrics) and Todd Almond (Music and Lyrics)

Based on the novel by Shirley Jackson

Directed by Anne Kauffman

September 17 – October 9, 2010

Venue: University Theatre

A Delicate Balance

By Edward Albee

Directed by James Bundy

October 22 – November 13, 2010

Venue: Yale Repertory Theatre

Bossa Nova

World Premiere

By Kirsten Greenidge

Directed by Evan Yionoulis

November 26 – December 18, 2010

Venue: Yale Repertory Theatre

The Piano Lesson

By August Wilson

Directed by Liesl Tommy

January 28 – February 19, 2011

Venue: Yale Repertory Theatre

Romeo and Juliet

By William Shakespeare

Directed by Shana Cooper

March 11 – April 2, 2011

Venue: University Theatre

Autumn Sonata

U.S. Premiere

By Ingmar Bergman

Directed by Robert Woodruff

April 15 – May 7, 2011

Venue: Yale Repertory Theatre

ROBINA FOUNDATION

To: Robina Foundation Board of Directors
From: Penny Hunt
Re: Yale Law School Update
Date: August 10, 2010

When we discussed Yale Law School's Annual Report at the May Board Meeting, we noted that Yale had failed to hire a Project Coordinator to oversee the Robina program and develop and implement program assessment and evaluation. In a conversation with Kenna Barrett, Peter and I highlighted the importance of the work slated to be provided by a Project Coordinator and the value of effective program assessment and evaluation. Our follow-up emails and letters emphasized this.

We just received information from Kenna that Yale Law School has engaged Kate Lawder to serve as Project Coordinator and that she has already participated in a strategy meeting. Ms. Lawder seems to have strong experience in evaluation.

I plan to connect in the near future with Kate to understand fully her responsibilities and approach and assure that she understands our concerns.

Kate Lawder, MA, MPH
147 Armory St, CT 06517
(203) 624-4468
Kate.Lawder@aya.yale.edu

International Public Health Professional, with a background in Project Management, Strategic Planning, and Program Evaluation.

EDUCATION

Yale University School of Medicine, New Haven, CT: 1996
Master's in Epidemiology and Public Health, Global Health Division

World Learning (School for International Training), Brattleboro, VT: 1992
Master's in International Service, Leadership and Management

Hampshire College, Amherst, MA: 1983
BA Interdisciplinary Major - Thesis on the US Peace Corps

PROFESSIONAL EXPERIENCE

Consultant: 2003 to 2008, primarily with duBay Horton Associates, LLC. Projects include:

Data Collection and Evaluation (surveys, interviews, pre & post screening)

- Five-year Evaluation of Haddam-Killingworth Drug Free Community Program
- Three-year Evaluation and Curriculum Development for School of Nursing, Fairfield University.

Strategic Planning and Policy Development (library research, interviews, logframe models)

- Development of Screening Tools for Children Exposed to Violence for Center for Women and Families (Bridgeport Safe Start Initiative)
- A Survey of Ethnic Disparities in Breastfeeding (DPH)
- Strategic Planning for Bridgeport Health Department

Project Facilitation (library research, coordination of logistics, logframe models)

- Environmental Public Health Tracking Consortium (DPH/CDC)
- Childhood Lead Poisoning Elimination Task Force (DPH/CDC)

Grant-Writing (library research, data collection, all writing and electronic submission)

- Healthy Communities Access Program Grant (\$1.3) for Waterbury Hospital
- Office of Violence against Women Grant (\$190,000) for New Haven Domestic Violence Services
- Nubian Sisters Cancer Survivorship Program, New Haven (advised)

Consultant: 1998 to 1999 in Baku, Azerbaijan. Projects included:

- Evaluations of country program (Save the Children).
- Evaluations of vaccination & maternal/child health activities (Doctors Without Borders).
- Policy-writing and conference reporting (United Nations).

Family Health International: AIDS Control and Prevention Project: Arlington, VA

Associate Evaluation Officer: 1996-1997

Provided Technical Assistance in Program Evaluation to ten AIDSCAP Country Programs.

- Collaborated with Country Programs in project design and data collection, incorporating evaluation into all phases of project cycle.
- Researched new HIV/AIDS prevention evaluation methodologies, such as Indicator Development and Behavioral Surveillance Surveys, improving sensitivity and accuracy of program impact measurements.
- Conducted data analysis and interpretation.

CT Emerging Infections Program, Yale University School of Medicine: New Haven, CT

Research Assistant: 1996

- Conducted surveillance of infectious illnesses of unclear etiology.
- Assisted in identification of cases and tracked progress.
- Coordinated with other national EIP sites and Yale-New Haven Hospital Infection Control personnel.

Management Systems International: Washington, DC and Mozambique

Consultant: 1993

Member of two-person Evaluation Team contracted to assess multi-sector US Government assistance to Mozambique (USAID Office of Foreign Disaster Assistance)

- Analyzed background documents, and conducted interviews with USAID, NGO and host country government officials in DC, Maputo, and 5 provincial capitals.
- Co-wrote 150 page assessment of Socio-Economic Impact of Food Aid.

Food for the Hungry International: Beira, Mozambique

Logistics Manager: 1990-1992

- Established Logistics Department for \$6M relief program.
- Developed and supervised delivery plan for monthly distribution of 1600 tons of relief goods to four sites by air, ocean and road.
- Recruited, trained and supervised full-time staff of seven (in Portuguese).

Catholic Relief Services: Lobito, Angola, New York, NY, and Addis Ababa, Ethiopia

Administrative Assistant: 1987-1989

Project Manager Intern: 1989-1990

Initially hired for administrative support and monitoring of projects in Ethiopia, including two months throughout Ethiopia to evaluate projects. In 1988, assumed additional responsibility in NYC of monitoring Southern African projects. Member of Feasibility Study Team to assess potential of new country program in Angola and later established, with Field Director, new country office.

New Haven Adult Basic Education: New Haven, CT

Teacher, Adults: 1985-1987

Nicaraguan International School: Managua, Nicaragua

Teacher, High-School: 1983-1984

SKILLS

Computer: Proficient in Microsoft Word, Excel, Power Point.

Languages: Functional fluency in Spanish, Portuguese, and French. Basic Italian.

ROBINA FOUNDATION

To: Tom Crosby
From: Penny Hunt
Re: Compensation of Executive Director
Date: August 17, 2010

You've asked me to provide you with information about my work to date as Executive Director of the Robina Foundation, including my time spent on Foundation work, in order to determine the appropriate level of compensation for the position.

Background

When I began work at Robina on December 1, 2009, we agreed on compensation of \$50,000 per year, with the understanding that I would keep track of my time until August 2010 when we would discuss compensation.

Time Commitment

From December through June, I worked approximately 430 hours ("billable hours"), which averages out to about 14 2/3 hours per week.

Work

My first seven months as Executive Director of the Robina Foundation involved learning about the Foundation by reading Board and grantee files and meeting with Board members, grantees and others working with the Foundation (e.g. USBank, CBIZ), as well as performing managerial, strategic, organizational, communication and implementation work essential to the Foundation.

This early work has convinced me that the Board correctly determined that leadership of the Foundation by a non-board member Executive Director is appropriate for the Foundation and its grantees. I have performed this role before and am comfortable in this role at Robina. I believe that the development and program professionals who work at Robina institutions understand and value the role of an executive director at Robina.

Going forward, the work of the Executive Director will include leading the development and implementation of the Foundation's strategy and vision for sunseting the Foundation.

Comparable Compensation

Attached is information from the Association of Small Foundations Salary and Benefits Report that provides relevant information on full-time salaries

(30+hours/week) and hourly rates of Foundation CEO/Top Administrators. Although I recognize the uniqueness of the Robina's situation, I've analyzed ASF's data to provide guidance concerning compensation of Robina's Executive Director.

Recommendation

I believe that the appropriate level of compensation for my performance of the duties of Executive Director of the Robina Foundation at the present time is \$90,000 per year.

My ability to use technology enables virtually constant coverage of Robina work. I'm able to ramp my time up and down as needed by the Foundation.

While I didn't arrive at my recommendation based solely on an arithmetical analysis, I believe that the material from the Association of Small Foundations supports compensation at the recommended level. Depending on which of the data is used, appropriate compensation for this position ranges from \$53,489 - \$198,338.

Effective, efficient performance of the responsibilities of this position requires an experienced foundation executive, who is skilled at developing and implementing sophisticated grant programs with large, complex institutions and communicating with and interacting with high-level board and nonprofit executives. My career in the field of philanthropy, including my experience working with grantees such as Robina grantees, makes me exceptionally qualified for this position at this pivotal time in Robina's life and merits compensation at this level.

Comparison of Robina Compensation with Compensation Data from the Association of Small Foundations

Assumptions:

- Robina work requires 14.67 hours / week, which translates to 48.6% of 30 hr. wk; 42% of 35 hr. wk; 36.7% of 40 hr. wk
- Compensation at 75 % or 90% is appropriate based on experience and responsibilities
- Full-time = 30 + hours/week
- Appropriate comparison is with data for foundations with asset size of \$50+ million

Table 3: Full-Time Staff Annual Base Salary by Asset Size:

75th %: \$180,625; Robina Range: \$66,289 - \$87,783

48.6% = \$87,783

42% = \$75,862

36.7% = \$66,289

90%: \$230,000; Robina Range: \$84,410 - \$111,780

48.6% = \$111,780

42% = \$96,600

36.7% = \$84,410

Table 5: Full-Time CEO/Top Administrator Base Salary by U.S. Census Region

75%: \$145,747; Robina Range: \$53,489 - \$70,833

48.6% = \$70,833

42% = \$61,213

36.7% = \$53,489

90%: \$160,438; Robina Range: \$58,880 - \$77,972

48.6% = \$77,972

42% = \$67,383

36.7% = \$58,880

Table 8: Full-Time CEO/Top Administrator Base Salary by Relation to the Donor Family

75%: \$193,250; Robina Range: \$70,922 - \$93,250

48.6% = \$93,919

42% = \$81,165

36.7% = \$70,922

90%: \$230,000; Robina Range: \$84,410 - \$111,780

48.7% = \$111,780

42% = \$96,600
38.7% = \$84,410

Table 4: Part-Time Staff Hourly Rate by Asset Size / CEO Top Administrator

75%: \$117/hr @14.67 hrs/wk = \$89,252/yr

90%: \$260/hr @ 14.67 hrs/wk = \$198,338/yr

Robina Range:

@75%: \$53,489 - \$93,919 / year

@90%: \$58,880 - \$198,338 / year

7/20/10

Full-Time Staff Annual Base Salary—Overview

Median base salary for full-time CEO/Top Administrators is \$101,000. Median base salary for full-time Professional/Grantmaking staff is \$78,750 and for full-time Administrative/Support staff is \$49,900.

TABLE 3
Full-Time Staff Annual Base Salary by Asset Size

<i>Full time = 30+ hours/week</i>	Overall	< \$1M	\$1–4.9M	\$5–9.9M	\$10–24.9M	\$25–49.9M	\$50+M
CEO/Top Administrator							
Average	\$113,274	*	\$74,202	\$76,472	\$92,687	\$104,585	\$156,156
Median	\$101,000	*	\$70,000	\$79,588	\$89,000	\$104,000	\$157,500
25th percentile	\$75,000	*	\$55,000	\$57,179	\$70,000	\$75,000	\$119,625
75th percentile	\$148,031	*	\$90,000	\$95,000	\$109,395	\$130,000	\$180,625
90th percentile	\$180,000	*	\$105,091	\$101,500	\$134,250	\$150,000	\$230,000
(n)	(193)	*	(7)	(28)	(51)	(41)	(65)
Professional/Grantmaking Staff							
Average	\$81,529	*	*	\$59,939	\$67,028	\$74,165	\$91,992
Median	\$78,750	*	*	\$57,000	\$73,027	\$75,000	\$87,099
25th percentile	\$59,499	*	*	\$50,000	\$44,000	\$55,000	\$65,000
75th percentile	\$100,000	*	*	\$70,639	\$84,175	\$95,000	\$107,356
90th percentile	\$126,300	*	*	\$80,700	\$100,000	\$103,694	\$129,856
(n)	(133)	*	*	(11)	(22)	(23)	(74)
Administrative/Support Staff							
Average	\$50,794	*	*	*	\$40,102	\$45,492	\$56,498
Median	\$49,900	*	*	*	\$40,885	\$42,000	\$55,000
25th percentile	\$38,875	*	*	*	\$37,000	\$36,075	\$46,000
75th percentile	\$60,194	*	*	*	\$43,575	\$53,265	\$68,430
90th percentile	\$75,214	*	*	*	\$49,800	\$62,500	\$76,000
(n)	(81)	*	*	*	(10)	(16)	(47)

* Insufficient data (five or fewer cases) to report

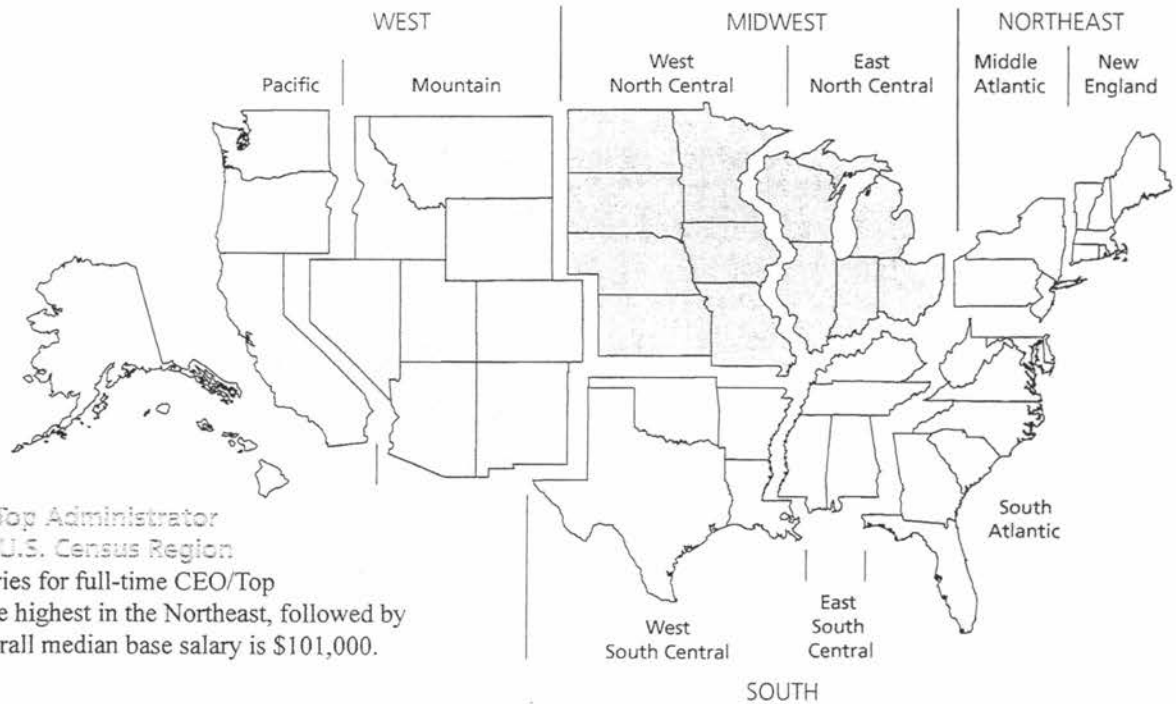


TABLE 5
Full-Time CEO/Top Administrator Base Salary by U.S. Census Region

<i>Full time = 30+ hours/week</i>	Average	Median	25th percentile	75th percentile	90th percentile	(n)
Overall	\$113,274	\$101,000	\$75,000	\$148,031	\$180,000	(193)
Northeast	\$124,128	\$120,603	\$90,000	\$159,500	\$183,350	(44)
New England	\$135,283	\$147,375	\$90,115	\$170,000	\$216,000	(15)
Middle Atlantic	\$118,359	\$110,000	\$85,738	\$152,625	\$182,500	(29)
Midwest	\$107,667	\$102,799	\$78,500	\$142,503	\$163,631	(41)
East North Central	\$110,071	\$100,000	\$81,500	\$142,503	\$165,000	(25)
West North Central	\$103,910	\$106,097	\$60,600	\$145,747	\$160,438	(16)
South	\$118,283	\$100,000	\$76,032	\$150,000	\$216,320	(59)
South Atlantic	\$115,401	\$101,250	\$82,000	\$130,000	\$234,000	(26)
East South Central	*	*	*	*	*	*
West South Central	\$121,746	\$100,000	\$72,000	\$159,211	\$216,320	(29)
West	\$102,186	\$94,000	\$71,583	\$120,000	\$176,000	(49)
Mountain	\$86,231	\$94,500	\$69,500	\$99,000	\$110,151	(14)
Pacific	\$108,568	\$91,000	\$74,000	\$135,000	\$180,000	(35)

* Insufficient data (five or fewer cases) to report

Full-Time CEO/Top Administrator Base Salary by Relation to the Donor Family, Board Service and Asset Size

Full-time CEO/Top Administrators not related to the donor family generally have higher base salaries than those related to the donor family. Full-time CEO/Top Administrators who are on the board also generally have higher base salaries than those not on the board. Twenty-six percent of CEO/Top Administrators are related to the donor family; 46% are on the board.

TABLE 8
Full-Time CEO/Top Administrator Base Salary by Relation to the Donor Family, Board Service and Asset Size

Full time = 30+ hours/week	Overall	< \$1M	\$1–4.9M	\$5–9.9M	\$10–24.9M	\$25–49.9M	\$50+M
Relative of the Donor Family							
Average	\$97,110	*	*	\$76,405	\$89,050	\$97,933	\$139,209
Median	\$89,100	*	*	\$77,175	\$87,345	\$100,425	\$134,500
25th percentile	\$60,000	*	*	\$56,650	\$60,000	\$70,000	\$80,000
75th percentile	\$108,108	*	*	\$95,000	\$114,705	\$108,108	\$176,000
90th percentile	\$157,719	*	*	\$96,386	\$134,250	\$150,000	\$248,400
(n)	(42)	*	*	(11)	(11)	(7)	(10)
Not a Relative of the Donor Family							
Average	\$116,106	*	*	\$76,963	\$89,509	\$96,170	\$159,766
Median	\$102,800	*	*	\$82,000	\$83,154	\$80,000	\$158,948
25th percentile	\$75,000	*	*	\$54,625	\$69,500	\$71,750	\$119,625
75th percentile	\$152,663	*	*	\$100,000	\$109,395	\$127,750	\$193,250
90th percentile	\$200,000	*	*	\$102,300	\$144,700	\$150,000	\$230,000
(n)	(115)	*	*	(14)	(31)	(21)	(45)
Board Member							
Average	\$118,068	*	*	\$76,628	\$95,598	\$112,572	\$168,529
Median	\$102,400	*	*	\$82,116	\$97,400	\$108,108	\$161,219
25th percentile	\$76,524	*	*	\$56,650	\$78,000	\$75,000	\$130,826
75th percentile	\$154,416	*	*	\$98,000	\$112,500	\$150,000	\$212,500
90th percentile	\$205,000	*	*	\$101,550	\$133,250	\$160,000	\$250,000
(n)	(88)	*	*	(14)	(23)	(19)	(28)
Not a Board Member							
Average	\$109,613	*	*	\$76,315	\$90,973	\$97,687	\$146,794
Median	\$100,213	*	*	\$79,588	\$83,154	\$98,713	\$147,375
25th percentile	\$75,000	*	*	\$60,000	\$69,000	\$75,000	\$112,700
75th percentile	\$139,899	*	*	\$91,000	\$109,395	\$120,000	\$170,000
90th percentile	\$170,000	*	*	\$97,782	\$151,000	\$134,263	\$200,000
(n)	(104)	*	*	(14)	(27)	(22)	(37)
Relative of the Donor Family and a Board Member							
Average	\$98,472	*	*	\$71,412	\$90,455	*	\$137,454
Median	\$87,925	*	*	\$67,399	\$93,673	*	\$114,000
25th percentile	\$60,000	*	*	\$56,650	\$60,000	*	\$78,750
75th percentile	\$114,000	*	*	\$93,300	\$114,705	*	\$190,500
90th percentile	\$161,994	*	*	\$95,000	\$134,750	*	\$250,000
(n)	(34)	*	*	(8)	(10)	*	(9)

* Insufficient data (five or fewer cases) to report

Part-Time Staff Hourly Rate—Overview

Median hourly rate for part-time CEO/Top Administrators is \$43. Median hourly rate for part-time Professional/Grantmaking staff is \$39 and for part-time Administrative/Support staff is \$24. *Hourly rates for part-time employees were directly reported or converted to hourly rates from annual compensation data based on the number of hours worked per week. Hourly Rate = [Annual Rate ÷ (Weekly Hours x 52 weeks)].*

TABLE 4
Part-Time Staff Hourly Rate by Asset Size

<i>Part time = < 30 hours/week</i>	Overall	< \$1M	\$1–4.9M	\$5–9.9M	\$10–24.9M	\$25–49.9M	\$50+M
CEO/Top Administrator							
Average	\$54	*	\$37	\$47	\$48	\$92	\$90
Median	\$43	*	\$36	\$41	\$45	\$90	\$76
25th percentile	\$30	*	\$17	\$28	\$35	\$39	\$26
75th percentile	\$72	*	\$56	\$68	\$55	\$138	\$117
90th percentile	\$97	*	\$72	\$85	\$80	\$163	\$260
(n)	(73)	*	(15)	(20)	(21)	(7)	(8)
Professional/Grantmaking Staff							
Average	\$44	*	*	\$45	\$43	*	\$53
Median	\$39	*	*	\$40	\$36	*	\$47
25th percentile	\$30	*	*	\$33	\$25	*	\$40
75th percentile	\$54	*	*	\$71	\$50	*	\$66
90th percentile	\$72	*	*	\$71	\$96	*	\$96
(n)	(45)	*	*	(10)	(17)	*	(8)
Administrative/Support Staff							
Average	\$28	*	\$23	\$28	\$30	\$33	\$26
Median	\$24	*	\$25	\$22	\$26	\$29	\$22
25th percentile	\$17	*	\$17	\$17	\$15	\$20	\$16
75th percentile	\$35	*	\$32	\$26	\$39	\$38	\$35
90th percentile	\$50	*	\$38	\$52	\$45	\$58	\$51
(n)	(90)	*	(11)	(23)	(23)	(18)	(14)

* Insufficient data (five or fewer cases) to report

ROBINA FOUNDATION

Executive Director Position Description

- Work with the Board to develop a long-term strategy and vision for the foundation that is consistent with James Binger's intentions;
- Develop and recommend to the Board annual business plans and budgets that support the foundation's long-term strategy and take into account current market conditions and requests from grantees;
- Work with the board and appropriate committees or persons to ensure that the foundation's assets are being appropriately managed and invested, based on a plan for spending down the assets;
- Work effectively with the Board Chair to develop Board agendas and to maintain open and candid dialogue with directors, both at meetings and in between;
- Ensure that the day-to-day business affairs of the foundation are appropriately managed;
- Act as the foundation's primary spokesperson and contact for grantees;
- Provide guidance to grantees to ensure that they understand requirements for current reporting on existing grants, as well as criteria and timing for future grant applications;
- Formulate and implement operating policies, including those that ensure compliance with all laws and regulations, as well as those that define the foundation's relationship with its grantees;
- Spend time communicating with directors and grantees to ensure that the foundation's mission and strategies are well understood and supported;
- Manage an administrative staff person to ensure that person understands the board's needs and the foundation's objectives, and that all reporting requirements are met;
- Set up the appropriate metrics to measure grant performance and communicate with grantees on an on-going basis to ensure a shared understanding of program goals;
- Maintain communication with all grantees and maintain the foundation's website on a current basis; and,
- Bring ideas and appropriate thought leaders to the Board to enhance current grant making and expand the Board's thinking about ways to achieve the founder's goal of making "investments in pursuit of innovation in critical social issues".

ROBINA FOUNDATION

file *Sent to*
all the
grantees

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

May 25, 2010

Richard Adair, MD
Abbott Northwestern Hospital
Mail Route 11135
800 East 28th Street
Minneapolis, MN 55407

Dear Dick:

The Board of Directors of the Robina Foundation recently learned the amount of the assets that the Foundation will have to fulfill the vision of Jim Binger in the creation of the Robina Foundation. While the Foundation does not currently have control of all of the assets because of estate settlement and IRS issues, we estimate that the assets will total approximately \$130 million.

As you know, Mr. Binger identified four institutions as primary recipients of grants from the Foundation and envisioned a Foundation that would spend out its assets rather than remain in perpetuity. While Mr. Binger expressed the belief that the Board would be able to satisfy the Foundation's charitable goals within approximately 20 years of his death, the Board is charged with determining the precise timeline for the Foundation and strategies to maximize the impact of the Foundation's grants in furtherance of the Foundation's charitable goals.

With knowledge of the Foundation's assets, the Board is now in the position to begin the process of determining the Foundation's longevity and developing strategies for grantmaking within the designated timeframe.

In order to determine the Foundation's lifespan and develop appropriate strategies, the Board plans to consider issues related to foundations with a limited lifespan, consult with experts on time-limited foundations and executives who have led foundations that spent out their assets, and consult with Robina Grantees. We expect that this task will take time, perhaps up to a year. Because the Board wishes to continue to support Robina grantees during this planning period, the Board recently developed a strategy to provide this support.

As you know, Robina Foundation's grants include a three-year grant to Abbott Northwestern Hospital in the amount of up to \$6 million to support the development and testing of a pilot program using care guides, an electronic care contract and team-oriented care to increase physician and patient adherence to national guidelines for diabetes, heart failure, and hypertension care. To date, the Foundation has provided \$3,626,768, with the balance of \$2,373,232 payable this year upon receipt of Abbott's annual report this summer.

At the time the Foundation approved this grant to Abbott Northwestern Hospital, the hospital envisioned a three-year pilot to measure the efficacy of the care guides program. Robina Foundation Board Members considered providing an additional year of funding to cover the Foundation's planning period, but Board Members are not certain that an additional year of funding is appropriate for a grant of this nature, particularly since full implementation of the pilot program is behind schedule. We would welcome your assessment of whether additional funding would enhance the results of the program and would entertain a proposal for a fourth year of funding if you believe an extension would yield significant results. In the event the Foundation does not provide a fourth year of support for the care guides program, the Foundation's future grants would take this into consideration.

I would be happy to answer any questions you have about this and look forward to working with you to determine how to proceed.

We will, of course, be in contact with you as we plan Robina's future and will welcome your ideas on grantmaking strategies that further the Foundation's goals and benefit Abbott Northwestern Hospital and the other designated institutions, as well as impact critical societal issues.

I look forward to speaking with you.

Warm regards,

Penny A. Hunt
Executive Director

cc: Penny Wheeler, MD, Kenneth Paulus, Jeff Peterson, Shane Seymour, Richard Meyer,
Robina Foundation Board Members

Nancy Gilberg

file CFR

From: Penny Hunt [pennhunt@gmail.com]
Sent: Tuesday, April 13, 2010 9:36 PM
To: Gilberg Nancy
Subject: Fwd: Answers to your Questions

See Stewart's email below. I would like to include this in the Board Book along with CFR's quarterly report.

Thanks.

Penny

Begin forwarded message:

From: Stewart Patrick <SPatrick@cfr.org>
Date: April 13, 2010 4:44:28 PM CDT
To: 'Penny Hunt' <pennhunt@gmail.com>
Cc: Farah Thaler <FThaler@cfr.org>, Kaysie Brown <KBrown@cfr.org>
Subject: Answers to your Questions

Hi Penny,

Great to speak with you today. Here are some quick answers to your questions which the Board had raised.

- 1) The civil society question: I have been participating in a Working Group on Democratic Global Governance, sponsored by the New York-based think tank Demos (the think tank was featured in a recent Bob Herbert column in the New York Times). The working group meets monthly in Manhattan to discuss original papers and ideas related to the role of civil society in multilateral institutions, as well as avenues for making international institutions more accountable to democratic processes.
- 2) The survey question: I believe this referred to our web-based digest on World Opinion on Global Issues, the most comprehensive digest available of U.S. and global public opinion on international institutions and transnational challenges. We commissioned this work from World Public Opinion, although participated heavily in the drafting process, etc. <http://www.cfr.org/thinktank/iigg/pop/>
- 3) The MacArthur Question: As you know, Robina funds and the IIGG program sponsored for about a year the International Law work of 2 adjunct fellows, John Bellinger, former State Department Legal Adviser, and Matthew Waxman, a former NSC, DoD and State official. On the basis of the work that they had launched under Robina auspices, CFR applied for a grant for a program on International Law and Justice from the MacArthur Foundation. That grant came through, so they are now primarily funded by MacArthur, although we are discussing involving them on a project on International Law, Democracy, and Sovereignty, using Robina funds.

Hope this is useful. Please let me know if you need more.

Many thanks
Stewart

Dr. Stewart Patrick
Senior Fellow and Director

Nancy Gilberg

From: Schroeder, Steve [schroeder@medicine.ucsf.edu]
Sent: Tuesday, April 20, 2010 9:30 AM
To: ngilberg@robinafoundation.org; 'Gordon Aamoth'; 'kathleen blatz'; tcrosby@tcrosbylaw.com; 'H. Peter Karoff'
Cc: 'Penny Hunt'
Subject: RE: IIGG Meeting Report from Beijing Workshop

Thanks. Clearly a major factor in reconfiguration of global governance structures. S

Steven A. Schroeder, MD
Distinguished Professor of Health and Health Care, Department of Medicine
Director, Smoking Cessation Leadership Center
University of California, San Francisco
Phone: (415) 502-1881
Fax: (415) 502-5739
Web site: <http://smokingcessationleadership.ucsf.edu>
Refer a smoker to 1-800 QUIT NOW.

From: Nancy Gilberg [mailto:ngilberg@robinafoundation.org]
Sent: Tuesday, April 20, 2010 7:07 AM
To: 'Gordon Aamoth'; 'kathleen blatz'; tcrosby@tcrosbylaw.com; 'H. Peter Karoff'; Schroeder, Steve
Cc: 'Penny Hunt'
Subject: FW: IIGG Meeting Report from Beijing Workshop

Board Members – as you can see from the note below, Stewart Patrick wanted the attached report forwarded to all of you.

Nancy

From: Farah Thaler [mailto:FThaler@cfr.org]
Sent: Friday, April 16, 2010 1:27 PM
To: ngilberg@robinafoundation.org
Cc: Stewart Patrick
Subject: IIGG Meeting Report from Beijing Workshop

Dear Nancy,

I am attaching to this email a meeting report for an IIGG workshop in Beijing on “China, the United States, and Global Governance: Shifting Foundations of World Order”. Stewart thought the Robina Board members might find the nature of the discussion interesting, and wondered if you would be able to circulate it?

Thanks so much,
Farah

Farah Faisal Thaler
Assistant Director, International Institutions and Global Governance

COUNCIL *on* FOREIGN RELATIONS

International Institutions and Global Governance Program

“China, the United States, and Global Governance: Shifting Foundations of World Order”

Workshop in Beijing, China
March 15–17, 2010

Stewart M. Patrick and Farah Faisal Thaler

This workshop was cosponsored by the China Institutes of Contemporary International Relations (CICIR) and the Council on Foreign Relations' (CFR) International Institutional and Global Governance (IIGG) program, and was made possible by the generous support of the Robina Foundation.

Prospects for effective multilateral cooperation on global and transnational problems in the twenty-first century will inevitably reflect the distinct national interests and international visions of the great powers. But the identity and number of the world's leading states is changing, creating new challenges and opportunities for global governance. The world order that ultimately results from this transition period will reflect difficult negotiations between established powers—including the United States, European Union, and Japan—and emerging ones—including China, India, and Brazil.

No relationship will be more important in shaping prospects for a cooperative world order than that between the United States and China. Yet the past year has witnessed Sino-American tensions and mutual disillusionment, including acrimony over climate change, currency manipulation, Internet censorship, and arms sales to Taiwan. It was against this backdrop that the Council on Foreign Relations convened a workshop in Beijing on March 15–17, 2010, with the China Institutes of Contemporary International Relations. The two-day event brought together more than thirty experts from both countries to discuss China's rise and the evolving world order. The purpose of the meeting was to identify points of Sino-American divergence and potential areas of bilateral cooperation in addressing a daunting global agenda and in updating the existing institutional architecture of multilateral collaboration.

The workshop underscored the deep and growing interdependence between the United States and China. Indeed, given their systemic impact, Sino-American bilateral relations have in a sense become global relations. Whether the issue is climate change, global trade, international finance, nuclear proliferation, or cybersecurity, no global challenge can be successfully addressed without some degree of Sino-U.S. cooperation. At the same time, the workshop revealed differences in the world order vi-

*Forwarded
to BOD
on 4/20/10*

sions, national interests, and foreign policy priorities of the two countries that unless carefully managed could hamstring effective collaboration on this global agenda, as well as domestic constraints on the constructive exercise of U.S. and Chinese global leadership.

Common World Order Visions?

Any discussion of divergences between American and Chinese global visions must begin with some historical perspective. Over the past four decades, China has shifted its foreign policy in a breathtaking fashion. Once a revolutionary power bent on overturning world order, China has become a principal beneficiary of globalization and a responsible member of most international regimes, from the Nuclear Nonproliferation Treaty (NPT) to the World Trade Organization (WTO). Possessing a permanent seat in the United Nations Security Council (UNSC) and, since November 2008, a spot in the Group of 20 (G20), it is increasingly part of the global establishment. On balance, its aims tend to be modestly revisionist, focused on securing growing weight within international institutions (such as the World Bank and the International Monetary Fund) and peacefully expanding its economic and political influence, particularly within Asia. Consistent with Chinese president Hu Jintao's concept of a "harmonious world," China places heavy emphasis on multilateralism—and especially the United Nations—as a necessary approach to the exercise of power. In some areas, particularly when it comes to national sovereignty and nonintervention, China has emerged as a more conservative power than the United States. This was especially clear during the administration of George W. Bush (2001–2009), when the United States—far from being a status quo power—embraced a doctrine of contingent sovereignty.

Workshop participants perceived an ongoing, impressive shift of global power toward Asia (including China), particularly in the wake of the global financial crisis, and stressed the importance of navigating this delicate power transition in a smooth and peaceful manner. Such a trend promised to remake the world order, not only geopolitically but also normatively, as Western liberalism increasingly competed with non-Western principles and ideals. At the same time, participants debated whether any alternative model of world order (a "Beijing consensus," for example) was likely to develop and gain traction, as well as whether the Western powers should—or even could—try to socialize emerging powers to accept the established norms inherited from previous decades. Participants agreed that the rise of the BRIC countries (Brazil, Russia, India, and China) promised to transform world order, but disagreed over whether they were likely to coalesce into a cohesive political bloc.

China's rapid ascent from a low-income developing country to a rising power has heightened international expectations for Chinese leadership on global governance issues. China's sheer size—its demographics, economic weight, and an expanding diplomatic and military core—offers new opportunities for cooperation, but also raises questions about the scope and breadth of Chinese leadership. China is clearly determined to take its rightful place at the head table of world politics and enjoy its attendant prerogatives. But its government has not yet formulated a clear view of the country's role as a global power and the commitments this may entail.

China's willingness to serve as a global leader—in terms of organizing coalitions and devoting resources to the provision of global public goods—remains limited by its self-identification as a developing country preoccupied with immense internal economic and social challenges, the greatest of which

is bringing the benefits of growth and modernization to hundreds of millions of impoverished citizens, as well as addressing rising levels of income inequality. As the legitimacy of the Chinese Communist Party is intrinsically linked to the economic prosperity of its citizens, it is no surprise that domestic wealth creation and economic development take precedence on the Chinese agenda.

On the international front, China's self-identification as a developing country translates into foreign policy positions that are often in line with the global South and provide the foundation for anti-Western sentiment. More fundamentally, Chinese participants noted a large and growing mismatch between China's own internal preoccupations and external expectations—particularly among Western countries—that China must assume greater responsibilities for solving global problems. China will need to assume new burdens, but Chinese experts caution that it cannot happen overnight; forward movement on most international issues will continue to depend more on U.S. leadership than that of China. Balancing the internal and external demands of China's dual identity as a developing country and great power will be a constant source of strain, both internally and in China's relations with outside partners.

The United States, meanwhile, enters the second decade of the new millennium with its continued global leadership role increasingly in doubt, thanks to the nation's fiscal strains, U.S. public fatigue with fighting two large wars, and the evaporation of the bipartisan Cold War internationalist consensus. Given these domestic constraints, some U.S. participants anticipated a period of diminished U.S. global ambition, perhaps even retrenchment. Notwithstanding President Barack Obama's commitment to international institutional reform, most anticipated that the United States would continue to pursue a mixed strategy of reliance on formal, treaty-based institutions and more ad hoc, flexible coalitions composed of a smaller number of capable states to pursue its global agenda.

In this unsettled period, Sino-U.S. cooperation on global challenges will require managing points of disagreement and friction while translating their many significant common interests into coordinated policies. Recent experience suggests that even where interests are shared, collaboration can be difficult to achieve, given divergent threat perceptions and priorities. Iran and Afghanistan are cases in point. Neither the United States nor China wants to see Iran go nuclear or the Taliban prevail in Afghanistan. But these two risks are clearly more salient for the United States, complicating bilateral cooperation.

Attitudes Toward the United Nations and UN Reform

On the surface, the advent of a multilaterally inclined Obama administration should portend close Sino-American cooperation at the United Nations. President Obama has described the UN as "flawed but indispensable" and pledged to make it work more effectively, while President Hu Jintao has linked the UN charter to his vision of a harmonious world and the Five Principles of Peaceful Coexistence. Despite this surface commonality, U.S.-China cooperation at the United Nations will remain complicated, because the two countries hold divergent views about why the United Nations is valuable—and how they hope to use it.

There remains an implicit conditionality in U.S. support for the UN. Fundamentally, U.S. politicians and the public see the UN as both a tool and an ideal. It deserves support to the degree that it can ad-

dress concrete challenges and new security threats, and to the extent that it can advance fundamental values embedded in its charter, including those related to human rights. This blend of pragmatism and idealism makes U.S. support for the United Nations fragile and contingent. That support tends to be undermined when, for instance, the UNSC does not hold violators to account with strong resolutions and enforcement action, the UN General Assembly (UNGA) and the UN Economic and Social Council devolve into irresponsible “circuses” led by regional ringleaders clinging to outdated ideologies and unproductive bloc politics, the Human Rights Council provides a haven for authoritarian regimes, and U.S. taxpayer dollars are apparently wasted by a bureaucracy that appears to lack accountability and sound management principles. As President Obama made clear in his first speech at UNGA in September 2009, the United States insists that it get a return on its investment at the UN. Other countries that want to see a constructive U.S. presence must also step up to the plate.

China, meanwhile, has embraced the United Nations for more than a decade as the primary framework for legitimating collective action, particularly for matters of international peace and security. Whereas American administrations tend to be pragmatic—use the United Nations if it works, but remember that it is just one instrument among many—the Chinese position is more absolute: the United Nations must remain the bedrock of the international system and the preferred platform for multilateral responses to common challenges. China’s view of the proper scope of UN action is also more conservative, particularly on the use of force. The charter’s fundamental purpose, in Beijing’s eyes, is to preserve the sovereignty and territorial integrity of its member states and ensure non-aggression and non-interference. Its utility is in limiting and controlling (not enabling) external intervention, and in ensuring that when force is used, it is done in accordance with unanimity of the five permanent UNSC members (P5), not—as in the cases of Kosovo or Iraq—by coalitions of the willing. More generally, China appears to value the United Nations as a framework for limiting U.S. unilateralism and constraining the unbridled exercise of U.S. power. Finally, in contrast to the United States, China places great value not only on the UNSC but also on UNGA and its subsidiary bodies as useful forums for marshaling support among developing countries.

Despite these divergent perspectives, the United States and China can find several promising areas for collaboration at the United Nations. These include supporting well-resourced and clearly mandated global peace operations, bolstering UN humanitarian assistance, and supporting capabilities of the UN’s specialized agencies, particularly in the area of food security, social development, and global health.

To date, both China and the United States have adopted a cautious stance on the subject of UNSC reform. China has positioned itself as favorably disposed to expansion of the UNSC’s elected membership, including the addition of countries from the developing world, while remaining skeptical of any new permanent members. Comfortable with the current glide path, China insists that any negotiations on this contentious issue unfold gradually. The Obama administration itself remains ambivalent on the topic. It recognizes that the current UNSC no longer reflects today’s global distribution of power, endangering the UNSC’s long-term effectiveness and perceived legitimacy. But U.S. officials are uncertain whether any plausible expansion would be in the U.S. national interest and, even if it were, whether it would be remotely possible to engineer.

China's discomfort with coercive diplomacy and the use of force emerges most clearly when it comes to divergent U.S. and Chinese approaches to states on the margins of the international system, particularly states that are violating international norms either through pursuit of weapons of mass destruction (WMD) or through the commission of gross human rights abuses. The differences in the U.S. and Chinese approaches to such countries emerged in a focused workshop discussion of the pressing cases of North Korea, Iran, and Myanmar. The discussion highlighted that China and the United States have very different views of these regimes, the problems they cause, and the best ways to induce changes to their behavior.

China has clearly been stung by criticism, particularly from the West, for allegedly enabling regimes that violate international norms, whether in pursuing WMD or abusing their people. Chinese officials and experts object to this characterization and portray their policy of constructive engagement as the only reasonable course. First, they argue that heavy-handed multilateral intervention, including sanctions and the threat of military force, are typically ineffective, succeeding only in isolating the target state and eliminating diplomatic leverage that the international community might otherwise enjoy. Second, they contend that such pressure risks increasing instability or state failure (a particularly worrisome prospect when it comes to North Korea or Myanmar, two of China's neighbors). Third, they argue that coercive forms of intervention are particularly inappropriate when the issue under discussion, as in the case of Myanmar, is an "internal" matter, related, for example, to how a government treats its citizens. Fourth, they observe that China frequently has concrete economic, geopolitical, and other interests in such countries, which need to be taken into consideration and may militate against more forceful action. Finally, complaints that China has done nothing are unfair. Whether the case is Iran, North Korea, Myanmar, or Sudan, China has engaged in softer forms of persuasion, based on the principles of mutual respect and sovereign equality. At the same time, China's potential political and economic leverage over such states is often exaggerated.

This overall thesis—that the West should adopt a more patient course of engagement and persuasion in dealing with states like Iran and North Korea—elicited vigorous discussion. Several U.S. interlocutors noted that multilateral sanctions would be far stronger with Chinese participation and wondered whether China contemplated a robust role for coercive diplomacy—something between dialogue and war, such as sanctions or heavy pressure backed by the threat of the use of force—in Chinese statecraft. American participants predicted that the issue of Iran, in particular, could become a major source of irritation in bilateral relations and be regarded as a litmus test in Washington for Sino-American relations. It would be a mistake for Beijing to underestimate the gravity with which the U.S. government regards this issue. Chinese participants acknowledged a role for coercive diplomacy in world politics, but stressed the belief that it should be only a last resort, after avenues for soft diplomacy had been exhausted.

With respect to the challenge of controlling nuclear weapons more broadly, U.S. and Chinese participants agreed on the importance of strengthening multilateral arms control and nonproliferation efforts. Clear priorities on the nonproliferation side included locking down nuclear materials, strengthening controls on the export of dual-use technologies, improving global interdiction efforts in WMD trafficking, and strengthening cooperation to prevent nuclear terrorism. Chinese participants

suggested that China would be willing to cooperate with the U.S.-led Proliferation Security Initiative (PSI), on a case-by-case basis. They also noted that President Hu Jintao had endorsed the vision of “Global Zero” at the United Nations in 2009. But some Chinese participants suggested that China would need perhaps a decade of modernization of its nuclear forces before moving strongly on the arms control agenda, and that any steps in this direction would occur only after the United States and Russia had taken significant steps to reduce their nuclear arsenals. Several also complained of double standards in U.S. nonproliferation policies, which appeared to set a separate standard for Israel and India, for example, than for Iran, North Korea, or Pakistan.

Balancing Cybersecurity and Internet Freedom

An emerging issue of U.S.-China friction is the future of cyberspace, where existing global governance mechanisms are underdeveloped. The workshop took place at a delicate moment, in the wake of Google’s accusations of a Chinese government–orchestrated campaign of cyberattacks (and the company’s impending departure from China), as well as a major speech by Secretary of State Hillary Clinton on Internet freedom that some Chinese officials viewed as a broadside against China. The resulting mutual suspicion and distrust has complicated hopes of advancing Sino-U.S. cooperation on cybersecurity, including the common vulnerability both countries face with respect to espionage (whether industrial, political, or military), criminality (including credit card fraud and identity theft), terrorism (such as attacks on critical Internet infrastructure), and wartime operations against computer networks.

The policy divergences in this area are clear. The United States has promoted a vision of cyberspace that is open, secure, and global, and that affords some degree of anonymity from government—goals that are increasingly difficult to achieve, given the growing sophistication of Internet attacks. The Chinese vision of cybersecurity, in contrast, is essentially predicated on state control, including an absence of anonymity for users. This approach has raised hackles in the United States, which objects to Beijing’s Internet censorship, monitoring and perceived persecution of dissidents and human rights organizations, and alleged attacks on Internet companies. China, for its part, views U.S. complaints of a politicized Internet as hypocritical, given the creation of a Pentagon Cyber Command, Google’s cooperation with the National Security Agency, U.S. funding for organizations seeking to evade China’s “Great Firewall,” and alleged U.S. government control of the Internet Corporation for Assigned Names and Numbers (ICANN). China also notes that many cyberattacks on official and private Chinese computer networks emanate from the United States.

Despite these differences, the United States and China may be able to explore cooperation on three areas: adopting a Cybercrime Convention, as approved by the Council of Europe, formulating certain rules of the road (short of an actual treaty) on offensive cyberattacks by governments, and adopting a new concept of sovereign responsibility for cyberattacks (whether public or private) emanating from national territory. Participants on both sides generally agreed that the world was moving toward a more regulated Internet. The question was how open and free it would remain.

Addressing Climate Change Post-Copenhagen

The fractious Copenhagen Conference of the Parties on climate change in December 2009 illustrated the shortcomings of trying to negotiate major multilateral treaties in universal forums involving all 192 member states. It also revealed the difficulties of negotiating breakthroughs on a major issue of global governance when neither the United States nor China exercises sufficient leadership. The United States arrived at Copenhagen without having made a credible domestic commitment to serious reductions in greenhouse gases (say, in the form of a legislatively approved cap-and-trade system), while China—although pledging to undertake major emissions reductions—refused to agree to any mechanism for formal monitoring, review, and verification of its domestic efforts. The result was a chaotic conference that nearly collapsed before the United States and the BASIC countries (Brazil, South Africa, India, and China) cobbled together a last-minute, non-legally binding deal, known as the Copenhagen Accord—a modest, if important, step forward in harmonizing policies among major countries.

In the aftermath of Copenhagen, Chinese and American workshop participants agreed that the primary goal going forward would be to move toward fair and balanced emissions reductions through harmonized national efforts. Making headway on future UN Framework Convention on Climate Change (UNFCCC) negotiations would likely depend on breakthroughs in a parallel, minilateral track, through the mechanism of the Major Economies Forum (MEF), the G20, or both. The ongoing challenge, in this regard, will be to clarify the relationship between the UNFCCC and minilateral processes and to ensure that they are complementary rather than working at cross purposes.

Several additional items should be on the bilateral climate agenda. First, the United States and China must agree on whether they need a global, legally binding climate agreement to succeed Kyoto. Second, they need to specify the meaning of the “consultation and analysis” provisions of the Copenhagen Accord, which imply monitoring and verification. Third, the two countries must deepen their cooperation on innovation, research and development, and technical cooperation. Finally, the United States needs a better understanding from China about what it needs from the United States (e.g., a U.S. cap-and-trade law, money, technology transfer) to take greater domestic action on climate change.

Managing the Global Economy

The global financial and economic crisis and its aftermath have underscored the symbiosis between the U.S. and Chinese economies and the critical leadership role that both countries need to play in ensuring an open and stable global system of trade and payments. The crisis has also accelerated shifts in the global architecture of multilateral economic coordination to give a more prominent place to major emerging market economies and to place existing institutions in a better position to grapple with today’s challenges. China has emerged as a founding member of the G20, the most significant institutional innovation in global economic governance since the creation of the WTO. The crisis has also stimulated ongoing shifts in the mandates, role, resources, and governance structures of the International Monetary Fund and World Bank, where voting weights and missions are being adjusted to new economic realities. Finally, notwithstanding the failure of the Doha Round, the WTO continues to

provide an important bulwark against rising protectionism, which many had anticipated during the sharp economic downturn.

More negatively, the workshop occurred in the context of mutual recriminations between U.S. and Chinese officials over China's alleged currency manipulation—specifically, its policy of maintaining an exchange rate for the yuan that the U.S. government and many economists consider significantly undervalued. Some Chinese participants denied that the currency was undervalued, adding that the yuan's exchange rate had played a critical role in global recovery. Their American counterparts uniformly agreed that it was undervalued, and warned that failure by China to allow its currency to appreciate—thereby removing what many Americans regard as an unfair trading advantage—would have significant negative ramifications on the U.S. domestic political scene, raising the specter of China-bashing reminiscent of U.S.-Japan relations in the late 1980s. American participants further noted that the undervalued yuan was not in the interest of China's citizens, since it artificially suppressed their living standards and delayed China's shift to a higher consumption economy—a critical condition to addressing global currency imbalances. Most workshop participants believed that quiet bilateral diplomacy was more likely to be effective in resolving this dispute than the taking of prominent public positions, given nationalistic dynamics in both countries.

China's Peaceful Rise and Asian Regionalism

Participants also discussed the implications of China's impressive rise for regional dynamics in East Asia. Since the end of the Cold War, East Asian regional architecture has become multicentric. Alongside the traditional U.S. hub-and-spoke alliance system, one now finds a more complicated set of overlapping institutional arrangements, encompassing the Association of Southeast Asian Nations (ASEAN), the ASEAN+3, the ASEAN Regional Forum, the Shanghai Cooperation Organization, the Asia-Pacific Economic Cooperation (APEC), the East Asia Summit (EAS), and the Chiang Mai Initiative. Some of the most recent arrangements, with their focus on economic cooperation, are noteworthy for the absence of the United States.

The 1997 Asian financial crisis served as an important catalyst for this new wave of regional integration efforts. Dissatisfied by policy guidance from the United States and international financial institutions and their perceived failure to assist Asia through the turmoil, the region began to look inward for mechanisms that could address its crises rapidly and systematically, and that could form the basis for expanding intraregional trade. The result has been a proliferation of ad hoc forum creation and institution building. China has become one of the most enthusiastic promoters of Asia's new regionalism, seeing it as an opportunity to reconnect and stabilize relations with its neighbors while reassuring them of its commitment to a "peaceful rise."

The workshop highlighted several points. First, East Asia has become a veritable noodle bowl of multilateral and bilateral partnerships, with scores of agreements on economic, political, security, cultural, and other matters. At the same time, much of this architecture is of questionable relevance. The challenge going forward will be to ensure that institutional form follows function. Second, most of the formal multilateralism in the region remains ASEAN-centric, while institutions are much thinner on the ground in Northeast Asia, where true power resides.

Third, there is a major disjunction between multilateral cooperation on economic versus security issues in East Asia. There is little basis for cooperative security in the region, which continues to depend on U.S. security assurances to several of China's neighbors. Meanwhile, economic integration is proceeding at a furious pace. This poses problems for the United States, which has a moribund trade agenda and risks being marginalized from the most dynamic region of the world economy.

Fourth, it is unclear how trans-Pacific groupings (such as APEC) should relate to evolving pan-Asian frameworks, and what stance China and the United States should take on this question. Participants generally agreed that the United States would need to be selective in its approach. Rather than demanding inclusion in every single regional grouping, it will need to become comfortable (as it has in Europe) with being a supportive outsider.

Finally, prospects for the future stability of the East Asia region—and the advent of a cooperative security system—will depend heavily on reconciliation between China and Japan, which remain estranged. Rapprochement between these two historical adversaries, akin to that achieved by France and Germany, remains the long-term goal. Until that historic process occurs, the United States is unlikely to withdraw its military from forward-deployed positions in the region.

The Future of Sino-U.S. Relations

The past thirty years have witnessed a profound transformation of Sino-U.S. relations, with both sides making overarching strategic commitments to global peace and security and the creation of an open global economy. Despite periodic frictions over differences in values, interests, and priorities, the bilateral relationship has always recovered, and interdependence has increased. This past year, however, has been a period of mutual disillusionment, with heated rows that have reopened old wounds and highlighted new points of tension. The overall sense is that the Sino-American relationship has gotten off track.

Workshop participants attributed this state of affairs to several factors. First, both the U.S. and Chinese governments had unrealistic expectations for the relationship. The Obama administration arrived in office flirting with the idea of a Group of Two (G2), and it created a bilateral Strategic and Economic Dialogue (SED) to address a panoply of global and bilateral issues. But the Obama administration quickly became disillusioned with the direction in which China appeared to be traveling. Politically, the notion that economic integration would transform China's political system and bolster the rule of law seemed increasingly illusory, with few signs that the Chinese Communist Party would liberalize its tight grip on power. Economically, the currency issue seemed to portend a more protectionist China, while many U.S. corporations came to question their future in China, thanks to the government's "indigenous innovation" requirements. Diplomatically, China's rise—accelerated by the global financial crisis—stoked increased U.S. anxiety about whether this ascending behemoth would pursue responsible policies, including addressing major proliferators like Iran. Obama's unsuccessful visit to Beijing, China's perceived obstructionism in Copenhagen, and the Google/China brouhaha merely added to the sense of disillusion.

In China, meanwhile, there was a growing sense of unfairness about how China was being treated, as if the United States was bent on humiliating it and preventing it from taking its rightful place as one of

the world's leading powers. China's rise—and the nationalism that the Chinese government has at times encouraged—has made the country even more sensitive to perceived incursions on sovereignty, such as arms sales to Tibet and presidential audiences with the Dalai Lama. Chinese officials and commentators complain that Washington is asking China to do more while giving little in return and showing insufficient respect for China's core interests. The overall Chinese impression was that there was less change than met the eye in Obama's actual policies.

Workshop participants were generally confident that the United States and China—by recalibrating their expectations—could weather the current period of turbulence without long-term damage to the bilateral relationship. Chinese participants emphasized the importance of the United States and the West lowering their expectations of what China can deliver when it comes to meeting global challenges, and showing greater patience with China's evolving state-society relations. American participants stressed a hope that China would become less sensitive to perceived diplomatic slights, recognize the global implications of its national choices, and assume global responsibilities inherent in its emerging great power status. All agreed that harmonious bilateral relations and effective contributions to global governance would require both countries to manage sometimes volatile domestic political dynamics—and to appreciate the domestic constraints on their counterparts.

The recent confluence of misunderstandings, disagreements, and crises points to a continued need for comprehensive dialogue—both bilaterally and multilaterally—to ensure the mutual accommodation of interests and trust-building needed to grapple with contentious issues, ranging from currency policy to climate change, nuclear proliferation to cybersecurity. Important vehicles for cooperation will include the ongoing SED process and the G20 summits.