



[Robina Foundation](#)

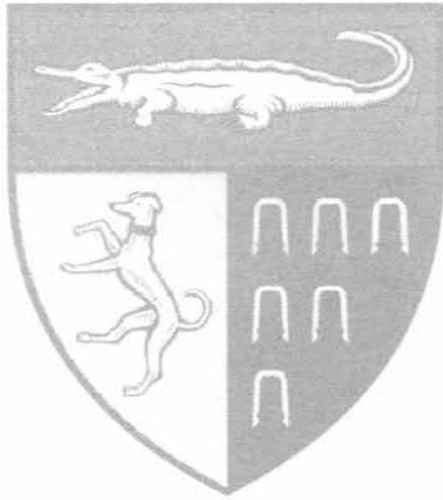
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ROBINA FOUNDATION
Board Meeting

February 22-24, 2010

Yale University



THE *ROBINA INITIATIVE* AND HUMAN RIGHTS AT YALE LAW SCHOOL

A presentation to the Robina Foundation Board of Trustees
Robert C. Post, Dean and Sol & Lillian Goldman Professor of Law
February 23, 2010

YLS: EXCELLENCE AND INTIMACY

▶ Outstanding Students

▶ Excellence in Legal Scholarship

- 4 out of 5 Deans at law schools ranked in the top 5 are YLS graduates
- 9 out of 12 Deans at law schools ranked in the top 10 are YLS graduates
- 11 out of 16 Deans at law schools ranked in the top 15 are YLS graduates
- 13 out of 22 Deans at law schools ranked in the top 20 are YLS graduates, such as:



Martha Minow '79



Ricky Revesz '83



David Wippman '82

▶ The Most Extensive Public Service Opportunities in Legal Education

- More than 20 clinics
- About 35 percent of our graduates have worked in public service within the first five years of graduation

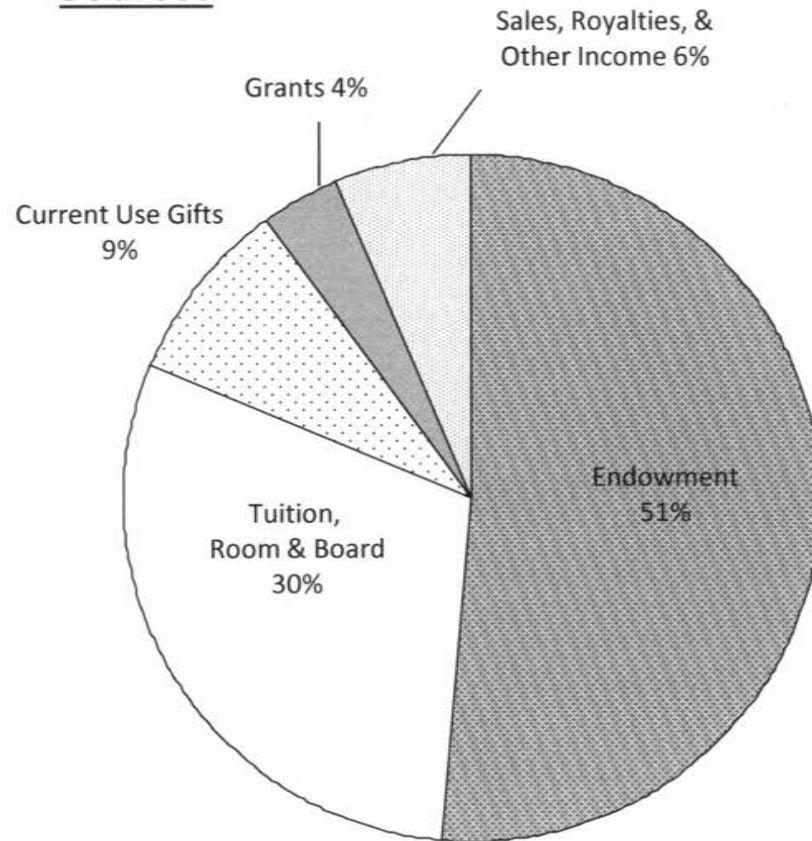
▶ Innovative Curriculum, with Strengths in:

- | | |
|-----------------------|----------------------|
| ◦ Constitutional Law | ◦ Human Rights |
| ◦ Law and Economics | ◦ Law and Technology |
| ◦ Public Interest Law | ◦ International Law |

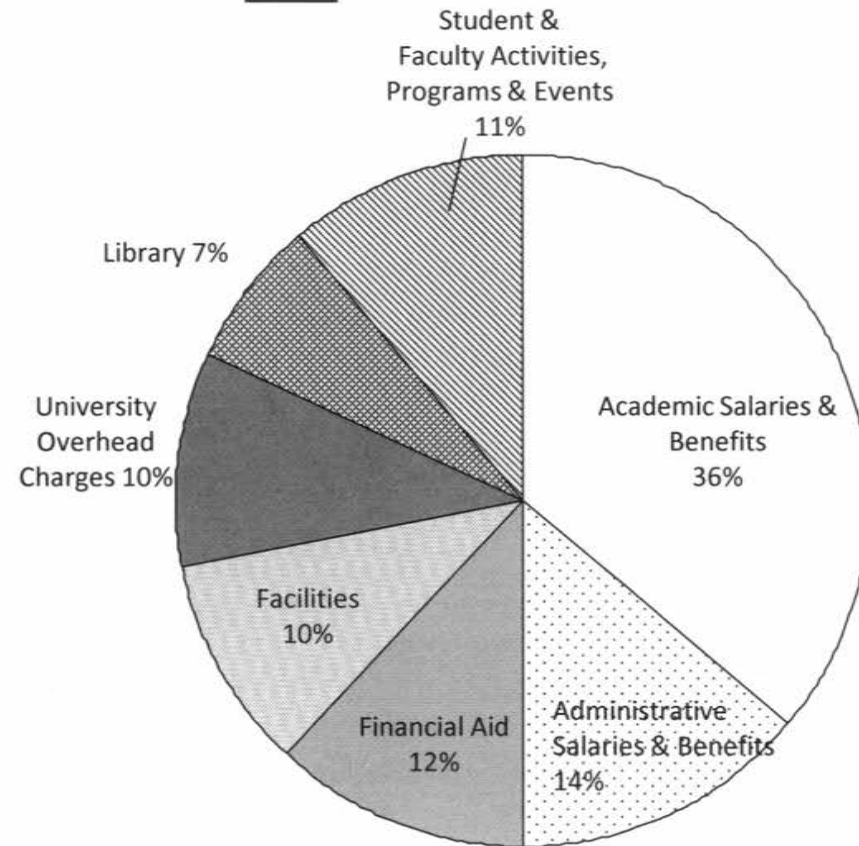


YLS FINANCIAL STRUCTURE

Sources



Uses

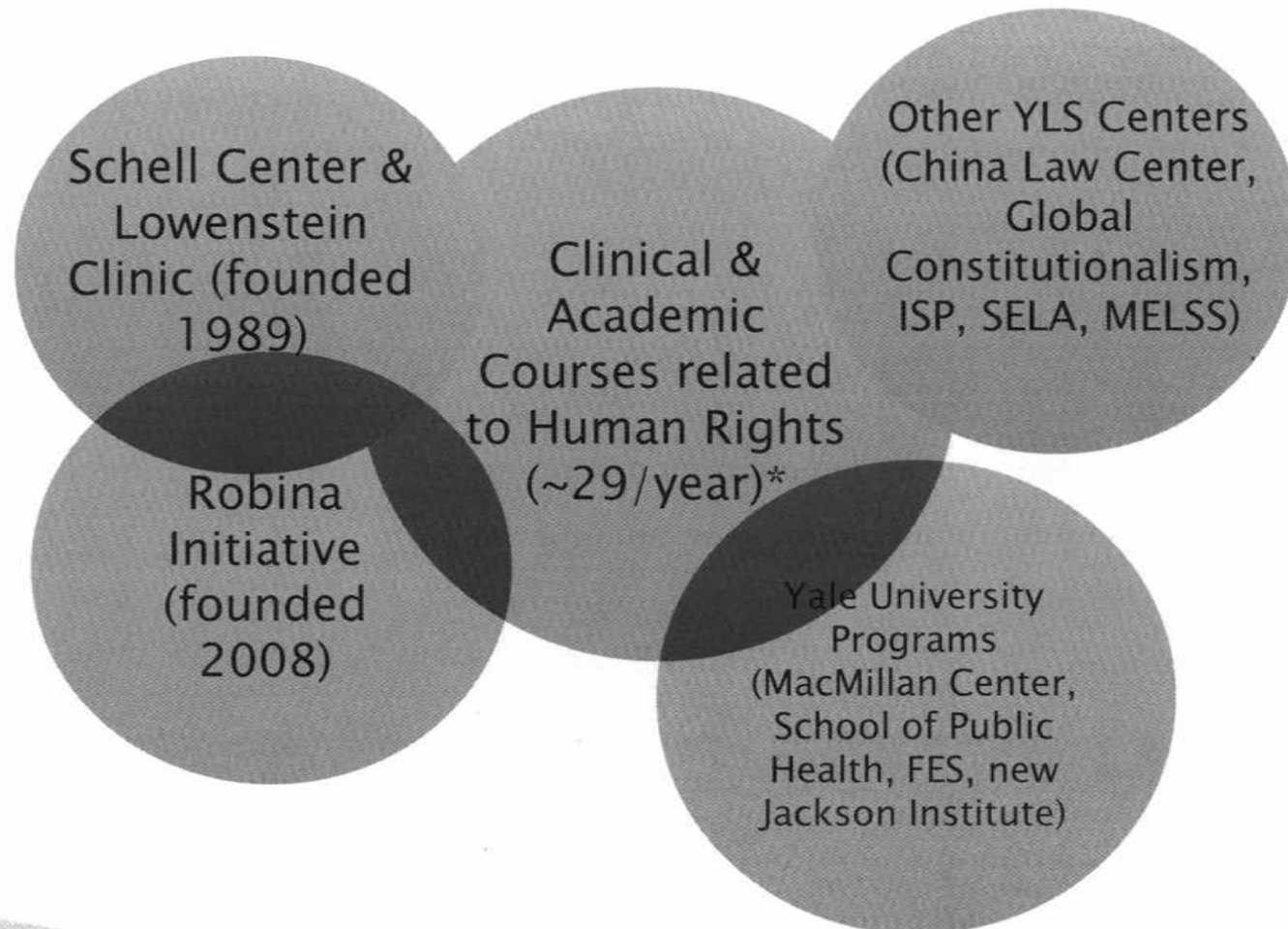


HUMAN RIGHTS: WHY A PRIORITY?

- ▶ Human rights is at the heart of all of the world's great challenges, from conflicts in the Middle East and Africa to global poverty; HR has become a *universal moral language* for articulating demands for justice
- ▶ HR as a field has developed rapidly since the end of WWII; we have a growing need for leaders, policy makers and advocates literate in HR, exposed to the battles for protecting HR, with practical experience promoting HR
- ▶ As one of the world's few global law schools, and a law school admired for producing leaders in advocacy, policy making and scholarship, YLS is leading this field...



ROBINA INITIATIVE IN CONTEXT: HUMAN RIGHTS AT YLS



*courses and reading groups related to human rights and humanitarian law



ROBINA INITIATIVE IN CONTEXT: FACULTY IN HUMAN RIGHTS

- › Muneer Ahmad, Clinical Professor of Law
- › Eugene Fidell, Senior Research Scholar in Law and Florence Rogatz Lecturer in Law
- › Oona Hathaway Gerard C. and Bernice Latrobe Smith Professor of International Law
- › Paul Kahn, Robert W. Winner Professor of Law and the Humanities and Director, Orville H. Schell, Jr. Center for International Human Rights
- › Harold Koh, Martin R. Flug '55 Professor of International Law (on leave)
- › Reva Siegel, Nicholas deB. Katzenbach Professor of Law
- › James Silk, Clinical Professor of Law, Allard K. Lowenstein International Human Rights Clinic, and Executive Director, Orville H. Schell, Jr. Center for International Human Rights
- › Michael Reisman, Myres S. McDougal Professor of International Law
- › Judith Resnik, Arthur Liman Professor of Law
- › Mike Wishnie, Clinical Professor of Law



HUMAN RIGHTS ACTIVITY SNAPSHOT

- Rich calendar of conferences, panels, speakers, including biweekly “Human Rights Workshop: Current Issues and Events”
- Lowenstein Project (50/60 students/yr)
- *Yale Human Rights and Development Law Journal*
- Four clinical courses:
 - Allard K. Lowenstein Human Rights Clinic
 - Balancing Civil Liberties and National Security After 9/11
 - Worker and Immigrant Rights Advocacy Clinic
 - Immigration Legal Services Clinic
- Robert L. Bernstein International Human Rights Fellowship program
- Robina Foundation Scholars, Summer Fellows, Post-Graduate Fellows, and Senior and International Fellows



RECENT GRADUATES IN HUMAN RIGHTS– RELATED POSITIONS

- Heloisa Griggs '06, Counsel to Human Rights Subcommittee of Senate Judiciary Committee
- Ben Hensler '06, Deputy Director and General Counsel, Workers' Rights Consortium
- Maria Burnett '05, Uganda Researcher, Human Rights Watch
- Sari Bashi '03, Executive Director, Gisha – Legal Center for Freedom of Movement (Israel and Occupied Palestinian Territories)
- Brandee Butler '02, Program Officer for Human Rights and International Justice, Global Security and Sustainability Program, John D. and Catherine T. MacArthur Foundation
- Eric Friedman '02, Senior Global Health Policy Advisor, Physicians for Human Rights
- Marco Simons '01, Legal Director, Earthrights International
- Tara Melish '00, Associate Professor and Director, Buffalo Human Rights Center, University of Buffalo Law School



ROBINA INITIATIVE GOALS

- ▶ *A transformative response not only to growing student demand for opportunities to pursue their own human rights projects and experiences and to study with accomplished human rights practitioners and scholars from around the world, but also to the need for these advocates and scholars to spend time in a vibrant academic community dedicated to human rights practice and study.*
 - Provide *Robina JD Scholarships* for 15–20 students interested in pursuing human rights careers
 - Provide *Robina Summer Human Rights Fellowships* to 30–35 students interested in spending a summer engaged in a wide range of human rights work
 - Provide *Post-Doctoral Fellowships* to emerging professionals interested in entering the human rights field
 - Provide *Robina International* and *Robina Senior Fellowships* to experienced and inspirational human rights professionals
 - Provide *Robina Initiative leadership* to assess the Initiative's impact; evaluate needs in the field and coordinate student work and litigation and advocacy efforts



ROBINA INITIATIVE RESULTS

- 23 JD Scholars
- 76 JD Summer Human Rights Fellows
- 3 Post-Doctoral Fellows
 - Matiangai Sirleaf '08, Sam Ferguson '09, Brittan Heller '09
- 7 Senior and International Fellows
 - 2008-09: Dapo Akande, Ryan Goodman '99, Luzius Wildhaber '65
 - 2009-10: Lucas Guttentag, Cristina Rodriguez '00, Kim Scheppele, Patrick Weil
- Project Leadership
 - James Silk and incoming Robina Initiative Coordinator



REFLECTIONS ON THE ROBINA INITIATIVE

- ▶ Human rights experiences, supported by the Robina Foundation, whether over the summer, during the academic year, or in their post-graduate fellowship year, have changed the lives of our students and graduates and touched the lives of many others.
 - E.g., our three Robina Post-Grad Fellows have: fulfilled a dream of clerking for the South African Constitutional Court (Sirleaf), completed research for an important book on Argentina's human rights trials (Ferguson), held a sought-after but unpaid International Criminal Court prosecutorial internship (Heller), all keys to their development as future human rights professionals.
- ▶ Summer fellows return and share their excitement with and advise other students about opportunities, generate Lowenstein Clinic and Lowenstein Project work, and develop post-graduate fellowship and job opportunities.
- ▶ In short, we are building generations of human rights leaders.



POSSIBILITIES FOR FUTURE PARTNERSHIP

- Continue supporting Robina Foundation Scholarships, Summer Fellowships for Students and variety of Fellowships
- Support Lowenstein Clinic project teams to carry out field missions
- Fund the **Cover-Lowenstein Fellowship** (extraordinary opportunity to nurture leaders in HR education and advocacy)
- Support student human rights initiatives (e.g., IRAP, undergraduate HR journal, student participation in International HR meetings and conferences)
- **Expand summer fellowship** to allow modest support for non-law students
- Name a Robina Foundation Visiting Professor
- Support for development and evaluation of clinical initiatives on critical emerging issues, such as Women's Health, Climate Change, Media Freedom, and Development Law



Yale Law School thanks the Robina
Foundation for sharing our commitment
to leadership and education in critical and
transformative areas of law

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Curriculum Vitae

LUCAS GUTTENTAG

lguttentag@aclu.org
lucas.guttentag@yale.edu

EMPLOYMENT

- 2009 – 2010 **Yale Law School.** Robina Foundation Distinguished Senior Fellow in Residence and Lecturer in Law (Academic Year 2009-10). Full-time academic teaching load in residence for academic year. Courses taught on immigration law, policy and constitutional rights; selected constitutional issues in immigration law; and complex constitutional litigation doctrine and strategy.
- 1985 - present **American Civil Liberties Union Foundation**, National Office, California and New York. Director, ACLU Immigrants' Rights Project. Founding national director of nationwide program of complex federal litigation on behalf of non-citizens; strategic national litigation and advocacy to enforce and advance constitutional and civil rights of immigrants and refugees. Resident in New York office 1984-1996; in San Francisco since 1996. Litigation at all levels of federal courts throughout the country, including United States Supreme Court. On teaching leave September 2009-June 2010.
- 2004, 2007, 2008 **Stanford Law School.** Lecturer (adjunct). Course on immigration law and current constitutional issues.
- 1996 - present **University of California Berkeley School of Law (Boalt Hall).** Lecturer (adjunct). Annual one-semester course on constitutional and civil rights of immigrants. Continuing appointment in August 2009 based on excellence review.
- 1983 - 1997 **Columbia University School of Law.** Associate Clinical Professor of Law and Director of Immigration Law Clinic 1985-89; clinical faculty 1983-85 (full-time); adjunct lecturer 1989-1997.
- 1979 - 1983 **Center for Law in the Public Interest, Los Angeles, California.** Staff attorney. Class action civil rights and appellate litigation on employment discrimination, police practices, freedom of speech, environmental protection and attorneys' fees. Argued in California Supreme Court, federal and state trial and appellate courts.
- 1978 - 1979 **Hon. William Wayne Justice**, United States District Court (E.D. Tex). Law Clerk.

EDUCATION

- 1978 **Harvard Law School**, J.D. *cum laude*. Board of Student Advisers (BSA)
- 1973 **University of California at Berkeley**, A.B. History with honors; Phi Beta Kappa.

PROFESSIONAL EXPERIENCE

Representative Litigation (partial list of cases argued or lead counsel)

INS v. St. Cyr, 533 U.S. 289 (2001) (enforcing habeas corpus right to review of immigration removal orders and overturning retroactive deportation provision) (argued)

Calcano-Martinez v. INS, 533 U.S. 349 (2001) (holding that petition-for-review jurisdiction over final removal order is repealed and that habeas corpus jurisdiction is preserved) (argued)

Ali v. Rumsfeld, 479 F. Supp. 2d 85 (D.D.C. 2007) (constitutional and international law damages suit on behalf of Iraqi and Afghan civilians tortured in United States military custody overseas) (argued) (appeal pending)

Soskin v. Reinertson, 353 F.3d 1242 (10th Cir. 2004) (class action equal protection challenge to state law authorized by 1996 Welfare Act terminating welfare benefits of legal permanent resident immigrants) (argued)

Flores-Chavez v. Ashcroft, 362 F.3d 1150 (9th Cir. 2003) (argued as amicus by invitation of the court) (due process challenge to denial of notice to juvenile detained by immigration authorities)

National legal strategy to litigate jurisdiction-stripping restrictions in 1996 immigration act (partial list of cases argued):

Calcano-Martinez v. INS, 232 F.3d 328 (2d Cir. 2000) *aff'd* 533 U.S. 348 (2001)

Henderson v. Reno, 157 F.3d 106 (2d Cir. 1998), *cert denied sub nom Reno v. Navas*, 526 U.S. 1004 (1999)

Magana-Pizano v. INS, 152 F.3d 1213 (9th Cir. 1998) *vacated and remanded* 526 U.S. 1001 (1999) *aff'd* 200 F.3d 603 (9th Cir. 1999)

Hose v. INS, 180 F.3d 992 (9th Cir. 1999) (*en banc*)

Requena-Rodriguez v. Pasquarel, 190 F.3d 299 (5th Cir. 1999)

Jurado-Gutierrez v. Greene, 190 F.3d 1135 (10th Cir. 1999)

LaGuerre v. INS, 164 F.3d 1035 (7th Cir. 1998)

Williams v. INS, 114 F.3d 82 (5th Cir. 1997)

Fernandez v. INS, 113 F.3d 1151 (10th Cir. 1997)

Haitian Centers Council v. McNary, 823 F.Supp. 1028 (E.D.N.Y. 1993) (co-lead trial counsel in three-week trial challenging indefinite detention and conditions of confinement of Haitian refugees at Guantanamo Naval Base) related to 509 U.S. 155 (1993) (challenging summary repatriation of Haitian refugees interdicted on the high seas)

American Baptist Churches v. Thornburgh, 760 F. Supp. 796 (N.D. Cal. 1991) (co-lead counsel in nationwide class action culminating in settlement providing for new and unbiased asylum adjudications for approximately 240,000 Salvadoran and Guatemalan class members)

Manwani v. U.S. Department of Justice, 736 F. Supp. 1367 (W.D.N.C. 1990) (declaring federal immigration "marriage fraud" statute unconstitutional) (argued)

Azizi v. Thornburgh, 908 F.2d 1130 (2d Cir. 1990) (constitutional challenge to federal immigration "marriage fraud" statute) (argued)

Press v. Lucky Stores Inc., 34 Cal. 3d 311, 667 P.2d 704 (1983) (California Supreme Court) (holding that enforcing free speech rights at private shopping center constitutes broad public benefit under attorneys' fees statute) (argued)

Selected Professional Honors, Publications and Presentations

Honors (partial)

Fellow, American Bar Foundation (elected 2007)

"California's Top 100 Lawyers" 2008, 2007 *San Francisco/Los Angeles Daily Journal*

Honor Roll of Nation's 25 Leading Advocates of Last 25 Years, National Immigration Forum, Washington DC (2007)

California Lawyer of the Year (CLAY) in Appellate Law, *California Lawyer* magazine (2002)

"Human Rights Hero," American Bar Association *Human Rights* magazine (2001)

Jack Wasserman Litigation Award, American Immigration Lawyers Association (2002, 1997, 1991, 1990)

Human Rights Award, American Immigration Lawyers Association (co-recipient 1992)

Carol King Award for Outstanding Contribution to Immigration Law, National Immigration Project of the National Lawyers Guild (1998, 1991)

East Bay Sanctuary Covenant (Berkeley 2007)

Civil Rights Award, Chinese for Affirmative Action (San Francisco, 2002)

Philip Burton Immigration and Civil Rights Award, Immigrant Legal Resources Center (San Francisco 1999)

Political Asylum Immigration Representation Project "PAIR" (co-recipient Boston 1994)

Central American Refugee Center "CARECEN" (New York 1991)

Presentations, Papers and Publications (partial)

Judicial Conference of the Fifth Circuit; Panel: Should I Stay or Should I Go Now – Evolving Changes in Immigration Law (2009)

Beyond Borders: Immigration Policy in the New Century, A Reform Agenda for the Obama Administration; Yale Law School (2009)

"Immigration and American Values: Some Initial Steps for a New Administration," ABA *Human Rights Journal* (2008)

"Innocents Abroad: Judicial Review and the Water's Edge," Immigration Law Professors Conference, University of Miami (2008)

"The Fourteenth Amendment and Birthright Citizenship: The Danger of Abandoning Settled Principles," University of Pennsylvania, The Second Founding of the Constitution; American Constitution Society (2008)

"Sanctions, Sanctuary and Symbolism: Local Regulation of Immigration," Cities and Counties in the Global Economy: A Hard Look at Local Economic and Immigration Policies; University of California Hastings College of Law: Center for Law and Local Government & Municipal Law Institute and League of California Cities City Attorneys Department (2008)

Building an Immigration System in Mexico; Migration Policy Institute and Secretaria De Relaciones Exteriores (Mexico City, 2008)

Keynote, Confronting Hidden Borders: Immigration and Uniting Communities of Color; Symposium sponsored by Hastings Race and Poverty Law Journal. (2008)

"Immigration Reform: A Civil Rights Issue," 2 *Stanford Journal of Civil Rights & Civil Liberties* 157 (2007) (originally delivered September 2006)

"Beyond the Shackles of History: Bringing Constitutional Rights for Non-Citizens Into the 21st Century," The

Constitution and Citizenship, Colloquium on the Constitution and Imagining of America; Amherst College (2007)

State Law and Immigration: Crossing the Constitutional Border; National Conference of State Legislators (Phoenix, 2007)

"Immigrants' Rights in the Courts and Congress: Constitutional Protections and the Rule of Law after 9/11," 25 *Washington University Journal of Law & Policy* 11 (2007) (originally delivered October 2006)

The Bellagio Dialogue on Migration; German Marshall Fund of the United States (Bellagio, Italy 2006)

Immigration Law Policy Shifts in Response to Terrorist Threats, Human Rights Across Borders: The Impact of Global Terrorism on Immigration Law and Policy; UCLA School of Law (2006)

"Is Reform 'Comprehensive' Without Due Process?" 2 *New Americans* (2006) (published by Grantmakers Concerned with Immigrants and Refugees)

Presenter and Moderator, 9th Circuit Court of Appeals Appellate Practice Workshop, Federal Bar Association (San Francisco and Los Angeles 2006, 2005)

"Navigating the Road to the Courthouse Door: Judicial Review for Immigrants After *INS v. St. Cyr*," Symposium on Developments in the Law of Habeas Corpus, Cornell Law School (2005)

Perspective from Litigators, Seeking Review: Immigration Law and Federal Court Jurisdiction; Symposium on Immigration Law and Federal Courts, New York Law School (2005)

"Immigrants' Rights Post-9/11: Detention, Deportation and Discrimination," 25 *In Defense of the Alien* (2003)

"1996 Immigration Act: Federal Court Jurisdiction -- Statutory Restrictions and Constitutional Rights," 74 *Interpreter Releases* 245 (1997)

"'Court-Stripping' in the 1996 Immigration Laws: A Dangerous Precedent," 20 *In Defense of the Alien* 213 (1997)

"Immigration Legislation and Due Process: The Forgotten Issue," 19 *In Defense of the Alien* 25 (1996)

"Employer Sanctions and the National Identity Card," Testimony before House Judiciary Subcommittee on International Law, Immigration and Refugees (1993)

"IRCA-Related Employment Discrimination: Problems, Procedures and Recent Developments," American Bar Association Annual Meeting (1992)

"Temporary Protected Status for Haitians," Testimony before House Judiciary Subcommittee on International Law, Immigration, and Refugees (1991)

"Marriage Fraud: Yesterday, Today and Tomorrow," Department of Justice, Annual Conference of Immigration Judges (1991)

The Rights of Aliens and Refugees, Southern Illinois University Press (2d ed. 1990) with D. Carliner, A. Helton & W. Henderson

"Immigration-Related Employment Discrimination: IRCA's Prohibitions, Procedures and Remedies," 37 *Fed. Bar News & J.* 23 (Jan. 1990)

"Marriage Fraud and Immigration Reform," Testimony before House Judiciary Subcommittee on

Immigration, Refugees, and International Law (1989)

"Report of the Committee on Immigration and Nationality Law of the Bar of the City of New York: An Analysis of Discrimination Resulting from Employer Sanctions and a Call for Repeal," 26 *San Diego L. Rev.* 711 (1989) with M. Davis & A. Wernick

"IRCA's Anti-Discrimination Prohibitions and Procedures," Administrative Law Judge Course on the Immigration Reform and Control Act of 1986 sponsored by The Legal Education Institute of the U.S. Department of Justice (1987)

The INS and Outs of Immigration Law (clinical course book) with H. Rabb (2d ed. 1984)

Selected Professional Activities and Boards

American Bar Association, Vice-Chair Rights of Immigrants Committee, Section on Individual Rights and Responsibilities (2006 - present)

American Constitution Society, Co-Chair Access to Justice Issues Group (2005 - present)

Board, National Immigration Law Center, Los Angeles, CA (1998 – present; Treasurer 2007-present)

Board, National Immigration Forum, Washington, DC (1989-2001)

Co-Chair, Immigration Law Committee, Section on Labor Law, American Bar Association (1987-96)

American Bar Association Coordinating Committee on Immigration Law (1994-98)

Advisory Group, Columbia University Center for the Study of Human Rights, Human Rights Advocates Program (1992-98)

Chair, National Advisory Committee, Asylum Study Project of Harvard Law School (1992-94)

Consultant, Clinton Administration Presidential Transition Team for Immigration and Naturalization Service (1992)

Harvard Law School, Faculty-appointed committee to evaluate Law School immigration program; principal author committee report (1989) (with Prof. Mary Ann Glendon & Robert Juceam)

Advisory Board, American Immigration Law Foundation Legal Action Center (1988-92)

Advisory Board, American Friends Service Committee Immigration Law Enforcement Monitoring Project (ILEMP) (1984-86)

Bar Admissions

State of California; State of New York; United States Supreme Court; numerous federal circuit and district courts.

December 2009



Lucas Guttentag, Senior Robina Foundation Fellow
Robina Foundation Distinguished Senior Fellow in Residence (2009-2010)

(on leave as Founding Director, Immigrants' Rights Project, American Civil Liberties Union,
national office)

Academic and Law School Activities

Courses Taught:

- Immigration Law, Policy and Constitutional Rights, Fall 2009, Spring 2010
- Constitutional Impact Litigation: Theory and Strategy, Fall 2009
- Immigrants' Rights: Selected Constitutional Issues, Fall 2009 (civil rights)

Human Rights Workshop presentation: *Immigrants' Rights and the Obama Administration: Developments and Dangers*, Fall 2009

Presentation: *A U.S. Immigration Policy Reform Agenda for the Obama Administration* Robert L. Bernstein International Human Rights Fellowship Symposium, April 2009

Immigration Theory and Practice Series

Fall and spring semester programs open to all with faculty presentations
Presenting in two sessions

Guest lecturer/speaker in other classes

1L Civil Procedure: Professor Owen Fiss large class; Professor Judith Resnik small section
Immigration Law course, Professor Christina Rodriguez
Moot court judge for Professor Paul Kahn 1L Constitutional Law class

Supervising student research and papers

Various panels, programs and faculty workshops

Consult with Lowenstein International Human Rights Clinic students and faculty on various cases and issues

Public interest career counseling and presentations

Planning Immigration Symposium on current legislative and administrative opportunities

Participation in "Global Constitutionalism" conference

Yale University Activities

Fellow, Davenport College

Master's Tea presentation, Davenport College

Book and Snake Senior Society dinner presentation

Meet and consult with students and organizations on various programs and activities (Foreign student program dinner presentation; Latino Students' Association; Muslim Students' Association; ACLU student group; etc)

Research Projects under Development

- Casebook or teaching materials on constitutional litigation against federal agencies

- Analysis of mass adjudication of immigration cases in relation to Professor Jerry Mashaw's work on Social Security Administration adjudications
- Comparative 'amnesty' programs and international models for statutes of limitations for irregular migrants; comparative models; student research projects
- Federal court jurisdiction over discretionary decisions

Other Speaking Invitations (as Robina Foundation Fellow)

Harvard Law School

Guest lecturer for immigration course

Conference panel on guest workers

University of Texas Law School conference on Judge Justice

Presentation on Plyler v. Doe and Immigration

Penn State University Conference on Migration

Presentation on adjudication

International Organization for Migration and Center for Migration Studies

Conference on Irregular Migration

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Robert C. Post

Dean and Sol & Lillian Goldman Professor of Law

Robert Post is Dean and Sol & Lillian Goldman Professor of Law at Yale Law School. Before coming to Yale, he taught at the University of California, Berkeley, School of Law (Boalt Hall). Professor Post's subject areas are constitutional law, First Amendment, legal history, and affirmative action. He has written dozens of articles in legal journals and other publications, including "Roe Rage: Democratic Constitutionalism and Backlash" (with Reva Siegel, *Harvard Civil-Rights Civil-Liberties Law Review*, 2007); "Federalism, Positive Law, and the Emergence of the American Administrative State: Prohibition in the Taft Court Era" (*William & Mary Law Review*, 2006); "Foreword: Fashioning the Legal Constitution: Culture, Courts, and Law" (*Harvard Law Review*, 2003); and "Subsidized Speech" (*Yale Law Journal*, 1996). He has also written and edited numerous books, including *For the Common Good: Principles of American Academic Freedom* (with Matthew M. Finkin, 2009); *Prejudicial Appearances: The Logic of American Antidiscrimination Law* (with K. Anthony Appiah, Judith Butler, Thomas C. Grey, and Reva Siegel, 2001); and *Constitutional Domains: Democracy, Community, Management* (1995). He has an A.B. and Ph.D. in History of American Civilization from Harvard and a J.D. from Yale Law School.

Education

Ph.D., Harvard, (History of American Civilization), 1980

J.D., Yale, 1977

A.B., Harvard, 1969

Courses Taught

Constitutional Law

First Amendment

Interpretation in Law and Literature

Legislative and Popular Constitutionalism

Rethinking Sovereignty

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James J. Silk

Clinical Professor of Law, Allard K. Lowenstein International Human Rights Clinic, and Executive Director, Orville H. Schell, Jr. Center for International Human Rights

James Silk is Clinical Professor of Law at Yale Law School, where he directs the Allard K. Lowenstein International Human Rights Clinic. He is also executive director of the Law School's Orville H. Schell, Jr. Center for International Human Rights. He was formerly the director of the Robert F. Kennedy Memorial Center for Human Rights in Washington, D.C. After completing law school, he was an attorney at the Washington law firm of Arnold & Porter, where his pro bono work included representing a Virginia death-row inmate in his appeals. Before attending law school, Professor Silk was editor, policy analyst, and senior writer for the U.S. Committee for Refugees. He has taught English in Shanghai, China. Professor Silk has a B.A. in Economics from the University of Michigan, an M.A. in the Humanities from the University of Chicago, and a J.D. from Yale.

Education

J.D., Yale, 1989.

M.A., U. Chicago, 1981

A.B., U. Michigan, 1969

Courses Taught

Human Rights Workshop

Lowenstein International Human Rights Clinic



Orville H. Schell, Jr.
Center for
International
Human Rights

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Guido Calabresi

Sterling Professor Emeritus of Law and Professorial Lecturer in Law

Judge Calabresi was appointed United States Circuit Judge in July 1994, and entered into duty on September 16, 1994. Prior to his appointment, he was Dean and Sterling Professor at Yale Law School, where he began teaching in 1959, and is now Sterling Professor Emeritus and Professorial Lecturer in Law. Judge Calabresi received his B.S. degree, *summa cum laude*, from Yale College in 1953, a B.A. degree with First Class Honors from Magdalene College, Oxford University, in 1955, an LL.B. degree, *magna cum laude*, in 1958 from Yale Law School, and an M.A. in Politics, Philosophy and Economics from Oxford University in 1959. A Rhodes Scholar and member of Phi Beta Kappa and Order of the Coif, Judge Calabresi served as the Note Editor of *The Yale Law Journal*, 1957-58, while graduating first in his law school class. Following graduation, Judge Calabresi clerked for Justice Hugo Black of the United States Supreme Court. He has been awarded some forty honorary degrees from universities in the United States and abroad, and is the author of four books and more than one hundred articles on law and related subjects.

Education

M.A.(Hon.), Yale, 1962

M.A., Oxford, 1959

LL.B., Yale, 1958

B.A., Cambridge, 1955

B.S., Yale, 1953

Courses Taught

Constitutional Litigation

Torts



Publications

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SCHELL CENTER EVENTS –SPRING 2010

HUMAN RIGHTS WORKSHOPS

January 28

Scott Long

Director, Lesbian, Gay, Bisexual and Transgender Rights Program, Human Rights Watch
Sexuality and Rights in the Middle East [35]

February 11

Jay Winter

Charles J. Stille Professor of History, Yale University
Human Rights as Lived Experience: Mexican Migrants, the Roman Catholic Church and Languages of Dignity in New Haven [36]

February 25

Itamar Mann

LLM Candidate, Yale Law School, and co-founder, Shatz, Mann & Cohen, attorneys, Israel
Towards a History of "Necessity": The Bureaucratization of Torture in Israel

March 10

Orville Schell

Arthur Ross Director, Center on U.S. – China Relations, Asia Society
China's Environmental Challenges: Why a Sound Legal System and Free Press Are Essential to Overcoming Them

April 1

Sari Bashi

Executive Director, Gisha - Legal Center for Freedom of Movement
Palestinian Rights and Israeli Rule of Law

April 15

Elisabeth Jean Wood

Professor of Political Science, Yale University, and Professor, Santa Fe Institute
Sexual Violence During War

OTHER SCHELL EVENTS

January 27

Gerd Hankel [23]

Senior Research Fellow and Lecturer in International Public and International Criminal Law,
Hamburg Institute for Social Research

Dealing with the Crime of Genocide on International, National and Local Levels: The Rwandan Example

February 22

Building a Just and Sustainable Haiti: How the U.S. and the World Can Help

Linda Degutis, Associate Professor of Emergency Medicine and Public Health and
Director, Yale Center for Public Health Preparedness, Yale University

Alex Dupuy, Class of 1958 Distinguished Professor of Sociology, Wesleyan University,
and author, *The Prophet and Power: Jean-Bertrand Aristide, the International
Community, and Haiti*

Jocelyn McCalla, CEO, JMC Strategies, and former Executive Director, National Coalition
for Haitian Rights

William O'Neill, Special Advisor, UN Mission in Haiti, and former head of UN human
rights missions in Haiti, Rwanda and Kosovo

February 23

Mass Atrocities and the Law: Preventing Genocide and Mass Atrocities

Casey Barrs, Protection Research Fellow, Cuny Center, and Legislative Analyst, Montana
Legislature

Ben Majekodunmi, Special Adviser to the Secretary General of the United Nations

Lawrence Woocher, Senior Program Officer, Center for Conflict Analysis and Prevention, U.S.
Institute of Peace

March 2

***Isolation or Engagement: The Role of Global Human Rights Organizations in Promoting Civil
Society in Iran - A Panel Discussion***

Roya Boroumand, Executive Director, Abdorrahman Boroumand Foundation, and Director,
Foundation for Human Rights and Democracy in Iran

Renee Redman, Executive Director, Iran Human Rights Documentation Center

Susannah Sirkin, Deputy Director, Physicians for Human Rights

Kaveh Khoshnood, Assistant Professor in Public Health Practice, Yale School of Public Health
(moderator)

March 9

Mass Atrocities and the Law Series: Intervening to Stop Mass Atrocities

March 25

Mass Atrocities and the Law Series: Peace Building and Justice After Mass Atrocities

March 26

Mass Atrocities and the Law: Workshop to draft summary and principles

March 30

Kevin Keenan, Executive Director, ACLU of San Diego and Imperial Counties

Binational Strategies for Improving Human Rights

April 27

Bonita Meyersfeld, J.S.D. '06, Associate Professor, Faculty of Law, University of the Witwatersrand, Johannesburg

Domestic Violence and International Law

COSPONSORED EVENTS

February 9

International Human Rights Law and American Exceptionalism

A Debate Between Professor Paolo Carozza, Notre Dame Law School
and Professor Oona Hathaway, Yale Law School
(with the Yale Federalist Society) [40+]

February 25

After the Coup: "Constitutional Succession" and the Electoral Politics of the 2009 Honduran Presidential Election - A Report of the Yale Student Delegation to Study the Honduras Election
Speakers: Fernanda Lopez, George Bogden, Andrew Feldman, Justin Petrillo, Alex Van Nievelt
Vinicius Grunberg (with Council on Latin American and Iberian Studies)

April 13

Health Aid Efficiency Seminar (with Global Justice and Global Health Initiative)

SHELL CENTER EVENTS – FALL 2009

HUMAN RIGHTS WORKSHOPS

September 10

Kim Scheppele, George W. Crawford Visiting Professor of Law and Robina Foundation Senior Fellow, Yale Law School, and Laurance S. Rockefeller Professor and Director, Program in Law and Public Affairs, Princeton University

Russia and the Rule of Law? [60+]

September 24

John Fabian Witt, Professor of Law, Yale Law School

Learned Puffendorffs and Jacksonian Soldiers: The Problem of the Laws of War in American History [40+]

October 8

Lucas Guttentag, Robina Foundation Distinguished Senior Fellow in Residence and Lecturer in Law, Yale Law School, and Founding National Director, Immigrants' Rights Project, American Civil Liberties Union

Immigrants' Rights and the Obama Administration: Developments and Dangers [54]

October 29

Mark A. Drumbl, Class of 1975 Alumni Chair Professor of Law and Director, Transnational Law Institute, Washington and Lee University School of Law

Child Soldiers, Justice, and the International Legal Imagination [26]

November 12

Balakrishnan Rajagopal, Professor of Law and Development and Director, Program on Human Rights and Justice, Massachusetts Institute of Technology

The State of the Right to Development After Developmentalism [24]

December 3

Seyla Benhabib, Eugene Meyer Professor of Political Science and Philosophy, Yale University

Judith Resnik, Arthur Liman Professor of Law, Yale Law School

Migrations and Mobilities: Citizenship, Borders, and Gender [33]

OTHER SCHELL EVENTS

September 10

Introduction to Human Rights Programs [95]

September 29

David Kinley, Inaugural Chair in Human Rights, University of Sydney [15]

Human Rights and the Global Economy

October 13

Samuel Ferguson, YLS '09, Robina Foundation Human Rights Fellow

Radical Evil on Trial . . . Again? Belated Justice for Argentina's Disappeared

November 3

Human Rights Career Panel [59]

Pardiss Kebriaei, Staff Attorney, Guantánamo Global Justice Initiative, Center for Constitutional Rights

Vivek Maru, YLS '01, Counsel, Justice Reform Practice Group, The World Bank

David Sullivan, YLS '95, Attorney-Adviser, Office of Human Rights and Refugees, Office of the Legal Adviser, U.S. Department of State

Jill van Berg, YLS '04, Associate, Debevoise & Plimpton LLP

November 10

Kirby Simon Summer Fellows Panel [31]

Brian Finucane, International Commission for Missing Persons, Bosnia/Herzegovina

Sharanya Kanikkannan, Timap for Justice, Sierra Leone

Scarlet Kim, Office of the High Commissioner for Human Rights, Switzerland

Katie Reisner, Alternative Law Forum, India

November 18

Jonathan Hafetz, Justice, Director of Litigation, Liberty and National Security Project, Brennan Center for Justice at NYU School of Law

The Guantanamo Lawyers: Inside A Prison Outside The Law [16]

December 8

Kirby Simon Summer Fellows Panel

Michelle Argueta, International Criminal Tribunal for Rwanda, Netherlands

Sarah Chervinsky, International Criminal Tribunal for the Former Yugoslavia, Netherlands

Tom Dannenbaum, Special Court for Sierra Leone

Courtney Hostetler, International Criminal Tribunal for the Former Yugoslavia

Christine Ku, International Criminal Tribunal for the Former Yugoslavia

COSPONSORED EVENTS

October 6

Kathryn L. Tucker, Director of Legal Affairs, Compassion & Choices

Dignity, Liberty and Human Rights at the Very End of Life (with the Jerome Medalie End-of-Life Issues Study Group)

November 10

Congo/Women Portraits of War: The Democratic Republic of Congo and Panel Photographic Exhibition & Panel Discussion

Carroll Bogert, Associate Director., Human Rights Watch

Leslie Thomas, Curator and Co-Director Congo/Women and Exec. & Creative Dir. Art Works Projects

Jocelyn Kelly, Research Coord., Harvard Humanitarian Initiative

(with Yale Divinity School, Yale World Fellows Program, Gaddis Smith Seminar series, Yale Graduate & Professional Student Senate, Yale Council on African Studies and New Haven Alliance for Congo)

November 12

Bitter Harvest: Defending Communities in Nicaragua

Kristen Genovese, Senior Attorney, Center for International Environmental Law

(with the Council on Latin American & Iberian Studies at the MacMillan Center for International and Area Studies, and the New Haven/Leon Sister City Project)

November 16

Shedding Light on the Hermit Kingdom: Testimonies of a North Korean Spy

Mr. Yoo-Sung Kim, North Korean Refugee, Informant to the South Korean National Intelligence Service

Ms. Sejin Seo, Founder and President, Agency for International Migrant Support (AIMS)
(with ThiNK: Think North Korea, Pierson College)

SHELL CENTER EVENTS – FALL 2008

HUMAN RIGHTS WORKSHOPS

September 11

Philippe Sands QC [50+]

Professor of Law, University College London, Barrister, Matrix Chambers, and author of *Torture Team: Rumsfeld's Memo and the Betrayal of American Values*

Torture Team: Lawyers and War Crimes

September 25

Morris Davis [45]

Former Chief Prosecutor for the Military Commissions at Guantanamo Bay

Prosecuting the Enemy in the Global War on Terrorism

October 10

Julieta Lemaitre (Colombia), **Alejandro Madrazo**, JSD '03, LLM '06 (Mexico), and **Roberto Saba** '95 LLM, '08 JSD (Argentina)

Members of the Organizing Committee for the Seminario en Latinoamérica de Teoría Constitucional y Política (SELA) [55]

Using Courts to Promote Human Rights in Latin America

October 30

John Ruggie [40]

Kirkpatrick Professor of International Affairs and Weil Director, Mossavar- Rahmani Center for Business and Government, Kennedy School of Government, and Special Representative of the UN Secretary General on Human Rights and Transnational Corporations and Other Business Enterprises

Constructing a Global Corporate Human Rights Regime

November 13

Philip Gourevitch [65]

Editor, *The Paris Review*, Staff Writer for *The New Yorker*, and author of *Standard Operating Procedure* and *We Wish To Inform You That Tomorrow We Will Be Killed With Our Families: Stories from Rwanda*

Standard Operating Procedure: Fighting Terror with Terror at Abu Ghraib and Beyond

December 4

Christina Murray [22]

Professor of Human Rights and Constitutional Law, University of Cape Town, South Africa, and Law and Public Affairs Fellow, Princeton University

Accommodating Diversity in South Africa

OTHER SCHELL EVENTS

September 15

Introduction to Human Rights Programs [100+]

Tuesday, October 28

Judge Choucri Sader, Member, Supreme Council of the Lebanese Judiciary, Head of the Council of Legislation and Legal Advice, Lebanese Ministry of Justice, and Director, Institute of the Judiciary Studies, Beirut

A Very Special Tribunal for Lebanon [35]

November 6

Introduction to Kirby Simon Summer Human Rights Fellowships: A Student Panel [30]

Mytili Bala, People's Watch, India

Nwamaka Ejebe, Constitutional Rights Project, Nigeria

Becky Perry, International Justice Mission, India

Robbie Silverman, South Africa Human Rights Commission

November 11

Working at Institutions of Transitional Justice: A Student Panel and Informational Meeting on Summer Internships [38]

Sadie Blanchard, Documentation Center of Cambodia

Tom Dannenbaum, International Criminal Tribunal for the Former Yugoslavia

Brian Finucane, The Registry for War Crimes, Bosnia & Herzegovina

Andrew Iliff, International Center for Transitional Justice, South Africa

November 12

Human Rights Career Panel [50+]

Mark Bromley, Council Chair, The Council for Global Equality

Sarah Prosser, Attorney Adviser, East and South Asian Affairs, Office of the Legal Adviser, U.S. Department of State

Jill van Berg, YLS '04, Associate, Debevoise & Plimpton LLP

November 18

Michael Posner, President, Human Rights First

Human Rights Challenges and Opportunities for the Obama Administration [37]

December 8

Eric Friedman, YLS '02, Senior Global Health Policy Advisor, Physicians for Human Rights,

Global Health and the Right to Health: The Current Reality and the Future Possibility [16]

December 9

Sawsan Zaher, Adalah: The Legal Center for Arab Minority Rights in Israel,
Denying Family Life to Palestinians in the Name of Security - The Case of Israel [14]

December 16

Ryan Goodman, YLS '99, Visiting Professor of Law and Robina Foundation Fellow, Yale Law School, and the Rita E. Hauser Professor of Human Rights and Humanitarian Law, Harvard Law School

Dapo Akande, Visiting Associate Professor of Law and Robina Foundation Fellow, Yale Law School and University Lecturer in Public International Law and Yamani Fellow, St. Peter's College, University of Oxford

The Global Diffusion and Domestic Use of International Law: A Conversation with the Robina Foundation Senior Fellows in Residence [30]

CO-SPONSORED EVENTS

September 22

Katy Glassboro, International Justice Reporter, Institute for War and Peace Reporting
The International Criminal Court and the Problem of Hidden Agendas: A Journalist's Perspective on Sudan and Uganda

(with International Affairs Council at the MacMillan Center for International and Area Studies at Yale University, the Yale Law School Law and Media Program, [60])

Monday, October 27

Aryeh Neier, President, Open Society Institute

Peace vs. Justice: Is there a Conflict? If so, What is to be Done?

(with Yale World Fellows Program) [50]

October 29

Holly Burkhalter, Vice President of Government Relations,

Making Public Justice Systems Work for the Poor: An International Justice Mission Perspective

(with Yale Law Christian Fellowship, and the Human Trafficking Litigation Project) [50+]

November 24

Tahir Amin, Initiative for Medicines, Access & Knowledge

Jonathan Berger, AIDS Law Project of South Africa

Patent Busters: Taking on the International IP System, One Lawsuit at a Time

(with American Constitution Society, Information Society Project, Outlaws, and UAEM) [70]

November 24

Dennis Edney, Canadian Counsel for Omar Khadr

Growing up in Guantánamo

(with the Canadian Student's Association, the American Constitution Society, the Allard K. Lowenstein Human Rights Project, the Yale Human Rights and Development Law Journal, the National Lawyers Guild, and the Dean's Office.)

SCHELL CENTER EVENTS – SPRING 2009

HUMAN RIGHTS WORKSHOPS

January 29

David Golove

Hiller Family Foundation Professor of Law, NYU School of Law

The Case for Incorporating Global Justice into the U.S. Constitution

February 12

Catherine Powell [30]

YLS '92, Associate Professor of Law, Fordham Law School

Human Rights at Home: A Domestic Policy Blueprint for the New Administration

February 26

Sean Jacobs

Assistant Professor of Afroamerican and African Studies and Communication Studies, University of Michigan

The Postapartheid in South Africa

March 11

Diane Orentlicher

Professor of International Law and Co-director, Center for Human Rights and Humanitarian Law, American University, Washington College of Law

International Criminal Courts: What Impact Do They Have?

April 16

David Simon

Lecturer, Department of Political Science, Yale University

The Role of Gacaca in Politics and Reconciliation in Rwanda

April 30

Koray Tutuncu

Assistant Professor of Political Science, Abant Izzet Baysal University, Bolu, Turkey, and Schell Fellow, Yale Law School

Turkish Secularism, Neutrality of the State and Political Islam

OTHER SCHELL EVENTS

February 6

The Pursuit of International Criminal Justice: The Case of Darfur (with support from the John D. and Catherine T. MacArthur Foundation) [200+]

Keynote Address: **Luis Moreno-Ocampo**, Prosecutor of the International Criminal Court

Roundtable Discussions among policymakers, scholars, civil society leaders (Moderated by Dean Harold Hongju Koh)

March 24

David Schwendiman, Prosecutor for War Crimes, State Court of Bosnia and Herzegovina
After the Shooting Stops: Justice at Home after the Fighting Ends – Challenges Facing the Domestic Prosecution of War Crimes in Bosnia and Herzegovina

March 25

Steven Hill, YLS '01, Deputy Head of the Legal Unit of the International Civilian Office in Kosovo
Kosovo's Declaration of Independence: One Year Later

April 2-3

Robert L. Bernstein International Human Rights Fellowship Symposium: ***Beyond Borders: Immigration Policy in the New Century***

The Morality of Borders

Bruce Ackerman, Sterling Professor of Law and Political Science, Yale University

Thomas Pogge, Leitner Professor of Philosophy and International Affairs, Yale University

Paul Kahn, Robert W. Winner, Professor of Law and the Humanities, Yale Law School,
(moderator)

Discussion with Current Bernstein Fellows

Kristina Scurry Baehr ('08) Carter Center in Liberia

Alisha Bjerregaard ('08) Center for Reproductive Rights, Kenya

Matiangai Sirleaf ('08) Center for Transitional Justice, Cape Town, South Africa

A U.S. Immigration Policy Reform Agenda for the Obama Administration

Lucas Guttentag, Founder and National Director, Immigrants' Rights Project, American Civil Liberties Union Foundation

Serena Hoy, Counsel, Office of Senator Harry Reid

David Shahoulian, Counsel, Subcommittee on Immigration, Citizenship, Refugees, Border Security, and International Law, US House of Representatives Committee on the Judiciary

James Ziglar, Former Commissioner of the Immigration and Naturalization Service (2001-2002)

Susan Benesch, Dean's Visiting Scholar, Georgetown University Law Center, and Senior Legal Advisor, Center for Justice and Accountability (moderator)

Local Responses to Immigration and National Immigration Policy

John DeStefano, Mayor of New Haven, Connecticut

Craig E. Ferrell, Jr., Deputy Director, HPD/MCC General Counsel

Donald Cresitello, Mayor of Morristown, New Jersey

Michael Wishnie, Clinical Professor of Law, Yale Law School (moderator)

April 7

Michael Karayanni, Hebrew University of Jerusalem,

The "Other" Religion and State Conflict in Israel: The Religious Accommodations for the Palestinian-Arab Minority

May 1

Humanitarian Law and the Middle East: Reflections from Gaza and Lebanon

Chibli Mallat, Presidential Professor of Law, University of Utah, and EU Jean Monnet Professor of Law, Université Saint Joseph, Lebanon

Darryl Li, PhD Candidate in Anthropology & Middle Eastern Studies, Harvard, and JD candidate, Yale

Kenneth Mann, Faculty of Law, Tel-Aviv University, and Legal Advisor, Gisha: Legal Center for Freedom of Movement

Moderated by **Aziz Rana**, YLS '06, Oscar M. Ruebhausen Fellow, Yale Law School

CO-SPONSORED EVENTS

February 12

Changing the Face of Hunger

Tony Hall, Former Congressman

(with Yale Law Christian Fellowship and the Rivendell Institute [72])

February 13

Warring Parties: Conflict in Democratic Republic of Congo

(with The Women's Center at Yale Divinity School and The African Studies Council and Gaddis Smith Seminar Series at the Macmillan Center for International Affairs)

Film screening: **"Rape of a Nation,"** by Marcus Bleasdale

Panelists:

S  verine Autesserre, Assistant Professor of Political Science, Barnard College, Columbia University

Bryan Mealer, former Associated Press staff correspondent in Kinshasa, Congo and author of "All Things Must Fight to Live: Stories of War and Deliverance in Congo"

Kambale Musavuli, Congolese activist and Student Coordinator with Friends of the Congo

John Prendergast, Co-Chair, ENOUGH Project

Peter Rosenblum, Lief, Cabreser, Heimann & Bernstein Clinical Professorship of Human Rights Law, Columbia Law School

Moderated by David Simon, Lecturer, Dept. of Political Science, Yale University

Photo Exhibit

"Portraits of Survival" by Finbarr O'Reilly, Reuters West and Central Africa Chief Photographer

February 18

Shedding Light on Oppression: Testimonies of a North Korean Defector and Refugee Activists

Timothy Lee, Yong Kim, and Sejin Seo (with Thi[NK] North Korea, Pierson College)

March 4

Daniel Bonilla, '00 LLM, '05 JSD, Associate Professor. Universidad de los Andes School of Law, Bogota, Colombia,

Same Sex Couples in Colombia: Equality, High Impact Litigation and Democracy

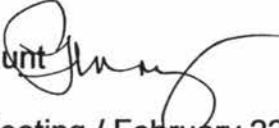
(with Council on Latin American and Iberian Studies)

April 27

Film Screening of **"Kimjongilia"** and talk by director, **N.C. Heikin**

(with Yale Amnesty International, the Pacific Islander, Asian, and Native American Law Students Association, Thi[NK] North Korea, and the Yale Journal of International Law)

ROBINA FOUNDATION

TO: Robina Foundation Board of Directors
FROM: Penny Hunt 
RE: Board Meeting / February 22 – 24, 2010
DATE: February 11, 2010

This Board Book includes a detailed agenda and supporting material for the meetings with Yale, as well as the business meeting on Wednesday. We are also sending a packet of information on the Robina Foundation's grants to the Yale School of Drama and Yale Law School to refresh your memory on the grants in preparation for presentations and meetings on the grants.

In addition to the board's regular discussions of finance, legal and grants issues, I'll talk about my work since joining Robina and my observations about the Foundation. I would also like to review the Executive Director job description to assure that we are all on the same page concerning the role of the Executive Director and the administration of the Foundation.

I've provided a draft "2010 Workplan" to facilitate consideration of the questions and issues that are key to the operation of Robina.

Please feel free to contact me if you have questions or concerns about the material or the meeting. I can be reached on my cell phone (612-381-7790) or via email (pennhunt@gmail.com) in Minneapolis or in Connecticut.

SCHEDULE OF VISIT TO YALE UNIVERSITY
ROBINA FOUNDATION
MONDAY – WEDNESDAY, FEBRUARY 22ND - 24TH, 2010

GORDON M. AAMOTH, MD, PRESIDENT & CEO
THOMAS M. CROSBY, JR., LLB, CHAIRMAN & TREASURER
H. PETER KAROFF
STEVEN A. SCHROEDER, MD, SECRETARY
PENNY HUNT, EXECUTIVE DIRECTOR
NANCY GILBERG, ADMINISTRATIVE CONSULTANT

Hans van Dyk
Cell # (203 747 0787)

MONDAY, FEBRUARY 22ND

Hans van Dyk to meet Ms. Hunt in the lobby of The Study at Yale **1:45 PM**
1157 Chapel Street

MS. HUNT TO MEET WITH DEAN BUNDY AND STAFF **2:00 – 2.45PM**
Yale School of Drama
149 York Street

James Bundy
Dean & Artistic Director, School of Drama & Yale Repertory Theater
Deborah Berman
Director of Development & Alumni Affairs, School of Drama
Hans van Dyk
Associate Director of Corporate & Foundation Relations, Yale University

Van transportation from the School of Drama to Yale Law School **2:45 PM**

MS. HUNT TO MEET WITH DEAN POST AND STAFF **3:00 – 3:45 PM**
Yale Law School
127 Wall Street

Robert C. Post
Dean & David Boies Professor & Sol & Lillian Goldman Professor, Yale Law School
Kenna Barrett
Director, Corporate and Foundation Relations Director, Yale Law School
Hans van Dyk

Van transportation from Yale Law School to The Study at Yale **3:45 PM**
1157 Chapel Street

For the evening, the Robina Board will meet for dinner under private arrangements

TUESDAY, FEBRUARY 23RD

ROBINA BOARD TO GATHER IN THE HOTEL LOBBY

8:45 AM

Deborah Berman and Hans van Dyk will escort the group to the Yale Repertory Theatre—the first stop on the walking tour of Yale School of Drama, 1120 Chapel Street
(Van transportation available if required)

TOUR OF SCHOOL OF DRAMA FACILITIES WITH DEAN BUNDY

9:05 – 10:00 AM

The Board will meet James Bundy at the Yale Rep and continue with him to visit the Iseman Theatre and end at the University Theatre at 222 York Street

DEAN BUNDY'S PRESENTATION TO THE ROBINA BOARD

10:00 – 10:45 AM

222 York Street – 3rd Floor Conference Room

CONVERSATION WITH PLAYWRIGHTS

10:45 – 11:45 AM

222 York Street – 3rd Floor Conference Room

Paula Vogel

Eugene O'Neill Professor (Adjunct) and Chair of the Playwriting Department

David Adjmi

Commissioned Playwright

Current Playwriting Student

QUESTIONS AND DISCUSSION

11:45 AM – 12:15 PM

Van transportation from the Drama School to the Provost's Office

12:20 PM

LUNCH WITH THE PROVOST & VICE PRESIDENT OF DEVELOPMENT

12:30 – 1:30 PM

1 Hillhouse Avenue

Peter Salovey

Provost & Chris Argyris Professor of Psychology, Yale University

Inge T. Reichenbach

Vice President of Development, Yale University

Hans van Dyk

NB: President Levin will greet the Robina party during lunch.

Van transportation from the Provost's Office to Yale Law School

1:35 PM

WELCOMING REMARKS BY DEAN POST, YALE LAW SCHOOL 1:45 – 2:00 PM
127 Wall Street

CONVERSATIONS WITH AFFILIATES OF THE ROBINA HUMAN RIGHTS INITIATIVE 2:00 – 3:15 PM
127 Wall Street

James J. Silk
Clinical Professor of Law, Allard K. Lowenstein
International Human Rights Clinic and Executive Director,
Orville H. Schell, Jr. Center for International Human Rights
Lucas Guttentag
Robina Foundation Senior Fellow
Several Robina Foundation Summer Fellows

Break 3:00 – 3:30 PM

CONVERSATION WITH DEAN POST AND COLLEAGUES 3:30 – 4:30 PM
127 Wall Street

Robert Post
James J. Silk
Guido Calabresi
Sterling Professor Emeritus of Law
and former Dean, Yale Law School

Van transportation from the Law School to The Study at Yale 4:35 PM

DINNER WITH DEANS BUNDY AND POST 6:00 – 7:30 PM
Union League Café
1032 Chapel Street

Walk to the Yale Repertory Theater 7:45 PM
1120 Chapel Street

YALE REP PERFORMANCE – “COMPULSION” 8:00 – 11:00 PM
Robina group to be joined by Deans Bundy and Post

WEDNESDAY, FEBRUARY 24TH

ROBINA BOARD MEETING 8:00 AM – 12:00 PM
The Study at Yale
1157 Chapel Street

Tahia Reynaga, Ph.D. (Associate Writer, Corporate and Foundation Relations)
Ms. Reynaga will take Board minutes

Departures – own arrangements

ROBINA FOUNDATION

Robina Foundation Board Meeting Yale University – February 22-24, 2010

Monday, February 22

- 1:45 p.m. Hans van Dyk and Penny Hunt will travel together to the afternoon appointments from The Study (via van transportation)
- 2:00 – 2:45 p.m. **Penny Hunt** to meet with James Bundy, Dean, Yale School of Drama; Deborah Berman, Dir. Of Dev & Alumni Affairs, Yale School of Drama; Hans van Dyk, Associate Director, Corporate & Foundation Relations, Yale University
- 3:00 – 3:45 p.m. **Penny Hunt** to meet with Robert C. Post, Dean, Yale Law School; Kenna Barrett, Director, Corporate & Foundation Relations, Yale Law School; and Hans van Dyk
- 6:30 p.m. **Board Dinner:** Aamoth, Crosby, Schroeder, Hunt, Berresford, Gilberg (Heirloom restaurant at The Study)

Tuesday, February 23, 2010 **Yale University**

(Van transportation will be provided between The Study and the School of Drama and Law School.)

Time	Agenda	Tab
9:00 a.m.	Yale School of Drama (149 York Street) – See the detail of our visit under Tab 1.	1
12:00 Noon	Lunch with Provost (1 Hillhouse Avenue) Peter Salovey, Provost; Inge T. Reichenbach, Vice President of Development; Hans van Dyk; President Richard Levin to greet the Robina BOD during lunch.	2
1:30 p.m.	Yale Law School (127 Wall Street) – Van transportation to the Law School – see the detail under Tab 3.	3
6:00 p.m.	Dinner with Deans Bundy and Post (Union League Café – 1032 Chapel Street) – Van transportation to the Union League Café.	
7:30 p.m. 8:00 p.m.	Walk to the Yale Repertory Theater Yale Repertory Theater (1120 Chapel Street) to see the play, "Compulsion"	

Yale Law School Contact: Kenna Barrett, Director, Corporate & Foundation Relations – 203-432-0557

Yale Drama Contacts: Dean James Bundy – 203-432-1505 and Deborah Berman, Director of Development & Alumni Affairs – 203-432-2890

Hans van Dyk, Associate Director, Corporate & Foundation Relations, Humanities, Arts, & International Programs – 203-436-8502

Robina Foundation Board Meeting

Wednesday, February 24, 2010

Yale University

The Study at Yale, 1157 Chapel Street, New Haven, CT 06511, Phone: 203-503-3900

Time	Agenda	Tab
8:00 a.m.	Welcome and Call to Order – Crosby	
8:05 a.m.	Minutes of November 16, 2009 Board Meeting – Schroeder - Action Item	4
8:15 a.m.	Governance – Crosby – Action Items • Election of Directors • Second Restated Bylaws of Robina Foundation • Election of Officers • Lead Directors	5
8:35 a.m.	Executive Director's Report – Hunt • Transition Observations • Role of Executive Director	6
9:00 a.m.	Finance Report • Treasurer's Report – Crosby • USBank Report – Crosby • TIFF – Crosby • Fourth Quarter Financial Statement (CBIZ) – Hunt (bound report in back of Book) • Excise Tax – Hunt • Proposed 2010 Operating Budget – Hunt – Action Item • Investments - Crosby Legal Report – Crosby	7
9:30 a.m.	Draft 2010 Work Plan – Hunt	8
10:15 a.m.	Break	
10:30 a.m.	Grants - Schroeder • Yale Law School and School of Drama • Quarterly Reports ➢ Abbott Northwestern ➢ Council on Foreign Relations ➢ University of Minnesota Law School • Update ➢ Aspen Institute - Hunt	9
11:50 a.m.	Future Board Meetings – Hunt • Annual Meeting Agenda Items	10
12 noon	Adjournment	

1	YALE SCHOOL OF DRAMA
2	LUNCH WITH PROVOST SALOVEY
3	YALE LAW SCHOOL
4	MINUTES November 2009
5	GOVERNANCE
6	EXECUTIVE DIRECTOR'S REPORT
7	FINANCE AND LEGAL
8	DRAFT 2010 WORK PLAN
9	GRANTS
10	FUTURE BOARD MEETINGS

Robina Foundation
Visit to Yale Repertory Theatre/Yale School of Drama
Tuesday, February 23, 2010

Itinerary

- 9:00 AM-** Robina Board meet in the lobby of The Study Hotel. Deborah Berman and Hans Van Dyke will escort the group to the Yale Repertory Theatre—the first stop on the walking tour of Yale School of Drama
- 9:05 AM-** Meet James Bundy at Yale Rep and continue with him to visit the Iseman Theater and end at the University Theater, 222 York St, also the location of Drama offices and conference room for meeting
- 10:00 AM-** Gather in Conference Room for coffee and Dean Bundy's presentation
- 10:45 AM-** Panel discussion with Paula Vogel, Chair of the Playwriting department, playwright David Adjmi, and a current playwriting student
- 11:30 AM-** Follow up questions and discussion
- 12:00 PM-** Board leaves for lunch with University Provost Peter Salovey

**Yale School of Drama Bios
Robina Foundation Visit
February 22 & 23, 2010**

Staff Attending



James Bundy
Dean/Artistic Director

James Bundy is in his eighth year as Dean of Yale School of Drama and Artistic Director of Yale Repertory Theatre. He is a 1995 graduate of Yale School of Drama.



Victoria Nolan
Deputy Dean/Managing Director

Victoria Nolan is in her 18th year as Managing Director of Yale Repertory Theatre and her 8th year as Deputy Dean of Yale School of Drama. She is also on faculty in the Theater Management department.



Jennifer Kiger
Associate Artistic Director

Jennifer Kiger is in her 5th year at Yale Rep. In addition to being the Associate Artistic Director, she is also the Director of the Yale Center for New Theatre New Play Program.



Deborah Berman
Director of Development and Alumni Affairs

Deborah Berman has been leading the YSD/YRT Development Office since February 2005. She is also a lecturer in the Theater Management Program.

Panelist Bios



Paula Vogel

Chair, Eugene O'Neill Professor (adjunct) of Playwriting

Paula Vogel's play, *How I Learned to Drive*, received the 1998 Pulitzer Prize for Drama, the Lortel Prize, Drama Desk, Outer Critics Circle and New York Drama Critics Awards for Best Play, as well as winning her second OBIE. It has been produced all over the world. Other plays include *The Long Christmas Ride Home*, *The Mineola Twins*, *The Baltimore Waltz*,

Hot 'N' Throbbing, *Desdemona*, *And Baby Makes Seven*, and *The Oldest Profession*. Her new play *A Civil War Christmas* was produced at The Long Wharf Theatre in November 2008, directed by Tina Landau.

She is currently playwright in residence at the Yale Repertory Theatre, as well as an artistic associate at Long Wharf Theatre. Most recent awards include the 2010 William Inge Festival Distinguished Achievement in the American Theatre Award (past recipients include Arthur Miller, Horton Foote, Edward Albee, and August Wilson). She will be inducted into the College of Fellows of the American Theatre at the Kennedy Center in April. Last spring, she was awarded the Stephen and Christine Schwarzman Legacy Award for Excellence in Theatre for lifetime achievement and excellence in teaching. She is most honored to have two awards to emerging playwrights named after her: the Paula Vogel Award, created by the American College Theatre Festival in 2003, and the Paula Vogel Award in Playwriting given annually by the Vineyard Theatre, since 2007.

Ms. Vogel won the 2004 Award for Literature from the American Academy of Arts and Letters, the OBIE for Best Play in 1992, the Rhode Island Pell Award in the Arts, the Hull-Warriner Award, The Laura Pels Award, the Pew Charitable Trust Senior Award, a Guggenheim, an AT&T New Plays Award, the Fund for New American Plays, the Rockefeller Foundation's Bellagio Center Fellowship, several National Endowment for the Arts Fellowships, the McKnight Fellowship, the Bunting Fellowship, and the Governor's Award for the Arts. She is a fellow of the American Academy of Arts and Sciences. She was recently awarded a Thirtini, a most coveted award, from 13P in New York.



David Adjmi

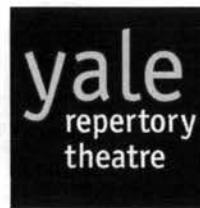
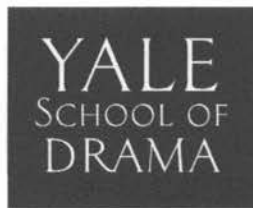
Commissioned Playwright

David Adjmi is the recent recipient of the 2009 Kesselring and Bush Artist Fellowships. His plays include *Stunning* (LCT3), *The Evildoers* (Sundance & Yale Rep), *Elective Affinities* (Royal Shakespeare Company), *Marie Antoinette* (Soho Rep W/D Lab, Sundance/Public Theatre Residency, Goodman Theatre New Stages Series), *Caligula* (Soho Rep Studio Series), and *Strange Attractors* (Empty Space). Honors: McKnight Advancement Grant, Jerome Fellowship,

Helen Merrill Award, Marian Seldes-Garson Kanin Award, Cherry Lane Mentor Project Fellowship, multiple MacDowell Colony fellowships, Sundance/Ucross residency and others. David has been awarded commissions from Lincoln Center Theatre, Yale Rep, Berkeley Rep, and the Royal Court. He attended Sarah Lawrence College, the Iowa Playwrights Workshop, and the Juilliard School. He is a member of New Dramatists, the Dramatists Guild, MCC

Playwrights Coalition and Vinegar Tom Players. A collection of his work, *Stunning and Other Plays*, will be published by TCG in 2010.

Playwriting Student (TBA)



Artistry. Professionalism. Collaboration. Discovery. Diversity. Community.

Yale School of Drama and **Yale Repertory Theatre** are committed to the rigorous, adventurous, and passionate exploration of our art form. We embrace a global audience. Our highest aim is to train artistic leaders—in every theatrical discipline—who create bold works that astonish the mind, challenge the heart and delight the senses.

The application of theory to professional practice is a central tenet of training at Yale School of Drama, enhanced in scope by the integration of the school with Yale Repertory Theatre in a relationship analogous to that of a medical school and teaching hospital. The School maintains an ambitious calendar of more than forty productions of original plays, classics, musicals, and student-created work at Yale School of Drama, Yale Repertory Theatre, and Yale Cabaret combined each season.

Degrees offered at Yale School of Drama include a Master of Fine Arts (MFA) in Acting, Design, Sound Design, Directing, Dramaturgy and Dramatic Criticism, Playwriting, Stage Management, Technical Design and Production, and Theater Management, as well as a Certificate in all disciplines with the exception of Dramaturgy and Dramatic Criticism and Theater Management. Additionally, a Doctor of Fine Arts (DFA) is conferred on qualified students who hold the MFA degree in Dramaturgy and Dramatic Criticism. This year, the School's full-time enrollment includes 182 MFA candidates, 3 Certificate candidates, and 10 DFA candidates. In conjunction with Yale School of Management, there are 5 joint-degree MFA/MBA candidates.

Yale Repertory Theatre is a leading professional American theatre 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, brought to thrilling life by the theatre's most daring directors, innovative designers, and celebrated actors.

Eleven Yale Rep productions have advanced to Broadway, and countless other plays first produced at Yale Rep have been presented at theatres across the country. Our productions have garnered more than 40 Tony Award nominations and eight Tony Awards, and Yale Rep itself is the recipient of the Tony Award for Outstanding Regional Theatre.

**Yale University Bios
Robina Foundation Visit
February 22 & 23, 2010**



President Richard C. Levin

Frederick William Beinecke Professor of Economics

Richard C. Levin, The Frederick William Beinecke Professor of Economics, was selected as Yale's twenty-second President in 1993. A native of San Francisco, he received his B.A. from Stanford University in 1968 and studied politics and philosophy at Oxford University, where he earned a B.Litt. degree. In 1974 he received his Ph.D. from Yale and joined the Yale faculty as an assistant professor of economics. Before becoming President, he chaired the Economics Department and served as Dean of the Graduate School of Arts and Sciences. As President, he has invested over \$2 billion in the physical renovation of the campus, announced a billion-dollar commitment to strengthen the University's science and engineering programs, launched numerous international initiatives, and designed innovative partnerships to advance economic development and home ownership in New Haven. Mr. Levin is a director of the Hewlett Foundation, American Express, and Satmetrix. He recently served on a bipartisan commission to recommend improvements in the nation's intelligence capabilities and chaired a major review of the nation's patent system for the National Academy of Sciences. He holds honorary degrees from Harvard, Princeton, Oxford, and Peking universities and is a Fellow of the American Academy of Arts and Sciences.



Peter Salovey

Provost

Peter Salovey, Provost, is the Chris Argyris Professor of Psychology. He joined the Yale University faculty in 1986 after receiving an A.B. (Psychology) and M.A. (Sociology) from Stanford University and a Ph.D. (Psychology) from Yale. He holds secondary faculty appointments in the Schools of Management and Public Health and the Institution for Social and Policy Studies. He was appointed Chair of the Department of Psychology in 2000, Dean of the Graduate School of Arts and Sciences in 2003, Dean of Yale College in 2004, and Provost in 2008.

Mr. Salovey has authored or edited thirteen books translated into eleven languages and published more than 300 journal articles and essays, focused primarily on human emotion and health behavior. With John D. Mayer he developed a broad framework called "Emotional Intelligence," the theory that just as people have a wide range of intellectual abilities, they also have a wide range of measurable emotional skills that profoundly affect their thinking and action. In his research on health behavior, Mr. Salovey investigates the effectiveness of health promotion messages in persuading people to change risky behaviors relevant to cancer and HIV/AIDS.

Mr. Salovey has served on the National Science Foundation's Social Psychology Advisory Panel, the National Institute of Mental Health Behavioral Science Working Group, and the NIMH National Advisory Mental Health Council. He was a recipient of a National Science Foundation Presidential Young Investigator Award, a National Cancer Institute CIS Partner in Research Award, and a Substance Abuse and Mental Health Services Administration Excellence Award. Mr. Salovey served as president of the Society for General Psychology and treasurer of the International Society for Research on Emotion. He was the founding editor of the *Review of General Psychology* and an associate editor of *Emotion and Psychological Bulletin*.

In addition to teaching and mentoring scores of graduate students, Mr. Salovey has won both the William Clyde DeVane Medal for Distinguished Scholarship and Teaching in Yale College and the Lex Hixon '63 Prize for Teaching Excellence in the Social Sciences.

**Robina Foundation
Visit to Yale Law School**
Tuesday, February 23, 2010

Itinerary

- | | |
|------------------------|--|
| 1:45 - 2 PM- | Welcome with Dean Robert Post |
| 2 PM - 3:15 PM- | Conversation with Clinical Professor Jim Silk, Robina Foundation Senior Fellow Lucas Guttentag, and several Robina Foundation Summer Fellows |
| 3:15 - 4:00 PM- | Break |
| 3:30 - 4:30 PM- | Conversation with Robert Post, Jim Silk, Guido Calabresi |

**Yale Law School Bios
Robina Foundation Visit
February 22 & 23, 2010**



Robert C. Post

David Boies Professor of Law and Dean & Sol & Lillian Goldman Professor Law School

Robert Post is Dean and Sol & Lillian Goldman Professor of Law at Yale Law School. Before coming to Yale, he taught at the University of California, Berkeley, School of Law (Boalt Hall). Professor Post's subject areas are constitutional law, First Amendment, legal history, and affirmative action. He has written dozens of articles in legal journals and other publications, including "Roe Rage: Democratic Constitutionalism and Backlash" (with Reva Siegel, Harvard Civil-Rights Civil-Liberties Law Review, 2007); "Federalism, Positive Law, and the Emergence of the American Administrative State: Prohibition in the Taft Court Era" (William & Mary Law Review, 2006); "Foreword: Fashioning the Legal Constitution: Culture, Courts, and Law" (Harvard Law Review, 2003); and "Subsidized Speech" (Yale Law Journal, 1996). He has also written and edited numerous books, including For the Common Good: Principles of American Academic Freedom (with Matthew M. Finkin, 2009); Prejudicial Appearances: The Logic of American Antidiscrimination Law (with K. Anthony Appiah, Judith Butler, Thomas C. Grey, and Reva Siegel, 2001); and Constitutional Domains: Democracy, Community, Management (1995). He has an A.B. and Ph.D. in History of American Civilization from Harvard and a J.D. from Yale Law School.

Education



Guido Calabresi

Sterling Professor Emeritus of Law and Professorial Lecturer in Law Yale Law School

Judge Calabresi was appointed United States Circuit Judge in July 1994, and entered into duty on September 16, 1994. Prior to his appointment, he was Dean and Sterling Professor at Yale Law School, where he began teaching in 1959, and is now Sterling Professor Emeritus and Professorial Lecturer in Law. Judge Calabresi received his B.S. degree, summa cum laude, from Yale College in 1953, a B.A. degree with First Class Honors from Magdalene College, Oxford University, in 1955, an LL.B. degree, magna cum laude, in 1958 from Yale Law School, and an M.A. in Politics, Philosophy and Economics from Oxford University in 1959. A Rhodes Scholar and member of Phi Beta Kappa and Order of the Coif, Judge Calabresi served as the Note Editor of The Yale Law Journal, 1957-58, while graduating first in his law school class. Following graduation, Judge Calabresi clerked for Justice Hugo Black of the United States Supreme Court. He has been awarded some forty honorary degrees from universities in the United States and abroad, and is the author of four books and more than one hundred articles on law and related subjects.



James J. Silk

Clinical Professor of Law, Allard K. Lowenstein International Human Rights Clinic and Executive Director, Orville H. Schell, Jr. Center for International Human Rights

James Silk is Clinical Professor of Law at Yale Law School, where he directs the Allard K. Lowenstein International Human Rights Clinic. He is also executive director of the Law School's Orville H. Schell, Jr. Center for International Human Rights. He was formerly the director of the Robert F. Kennedy Memorial Center for Human Rights in Washington, D.C. After completing law school, he was an attorney at the Washington law firm of Arnold & Porter, where his pro bono work included representing a Virginia death-row inmate in his appeals. Before attending law school, Professor Silk was editor, policy analyst, and senior writer for the U.S. Committee for Refugees. He has taught English in Shanghai, China. Professor Silk has a B.A. in Economics from the University of Michigan, an M.A. in the Humanities from the University of Chicago, and a J.D. from Yale.



History of Yale Law School

Origins of Yale Law School

The origins of Yale Law School trace to the earliest days of the 19th Century when law was learned by clerking as an apprentice in a lawyer's office. The first law schools, including the one that became Yale, developed out of this apprenticeship system and grew up inside law offices.

The future Yale Law School formed in the office of a New Haven, Connecticut, practitioner, Seth Staples. Staples owned an exceptional library (an attraction for students at a time when law books were scarce), and he began training apprentices in the early 1800s.

By the 1810s his law office had a full-fledged law school. Samuel Hitchcock, one of Staples' former students, became a partner at the office and later, the proprietor of the New Haven Law School.

Affiliation with Yale College

The New Haven Law School affiliated gradually with Yale from the mid-1820s to the mid-1840s. Law Students began receiving Yale degrees in 1843. David Daggett, a former U.S. senator from Connecticut, joined Hitchcock as co-proprietor of the school in 1824. In 1826 Yale named Daggett to be professor of law in Yale College, where he lectured to undergraduates on public law and government.

Yale Law School remained fragile for decades. At the death of Samuel Hitchcock in 1845 and again upon the death of his successor, Henry Dutton, in 1869, the University came near to closing the School.

Mission of the School

In the last decades of the 19th Century, Yale began to take the mission of university legal education seriously, and to articulate for Yale Law School two traits that would come to be hallmarks of the School.

First, Yale Law School would be small and humane; it would resist the pressures that were emerging in university law schools elsewhere toward large enrollments and

impersonal faculty-student relations. Second, Yale Law School would be interdisciplinary in its approach to teaching the law.

Initially, the Law School achieved its links to other fields of knowledge by selecting members of other departments of the University to teach in the Law School. Across the 20th century, Yale pioneered the appointment to the law faculty of professors ranging from economics to psychiatry. This led Yale Law School away from the preoccupation with private law that then typified American legal education, and toward serious engagement with public and international law.

Revival of the School

The revival of Yale Law School after 1869 was led by its first full-time dean, Francis Wayland, who helped the School establish its philanthropic base. It was during this time that the modern law library was organized. It was also during this period that The Yale Law Journal was started and Yale's pioneering efforts in graduate programs in law began; the degree of Master of Laws was offered for the first time in 1876.

After 1900, Yale Law School acquired its character as a dynamic center of legal scholarship. In the 1930s Yale Law School spawned the movement known as legal realism, which has reshaped the way American lawyers understand the function of legal rules and the work of courts and judges.

The realists directed attention to factors not captured in the rules, ranging from the attitudes of judges and jurors to the nuances of the facts of particular cases. Under the influence of realism, American legal doctrine has become less conceptual and more empirical. Under Dean Charles Clark (1929 -1939), the School built a faculty that included such legendary figures as Thurman Arnold, Edwin Borchard, future U.S. Supreme Court Justice William O. Douglas, Jerome Frank, Underhill Moore, Walton Hamilton, and Wesley Sturges. Clark was the moving figure during these years in crafting the Federal Rules of Civil Procedure, the foundation of modern American procedure.

Emphasis on public law

Yale Law School's tradition of emphasizing public as well as private law proved ever more prescient as events of the 20th century increased the role of public affairs in the life of the law. Yale graduates found themselves uniquely well prepared to play important roles in the rise of the administrative state, the internationalization following the World Wars, and the domestic civil rights movement.

In the 1950s and 1960s, the School became renowned as a center of constitutional law, taxation, commercial law, international law, antitrust, and law and economics. In recent decades the pace of curricular innovation has, if anything, quickened, as the School has developed new strengths in such fields as comparative constitutional law, corporate finance, environmental law, gender studies, international human rights, and legal history, as well as an array of clinical programs taught by a clinical faculty of exceptional breadth and devotion.

**Robina Foundation
Meeting Minutes
November 16, 2009**

A meeting of the Board of Directors of the Robina Foundation, a Minnesota nonprofit corporation, was held on November 16, 2009 via conference call.

The following Directors were present for the meeting: Gordon Aamoth, Thomas Crosby, Peter Karoff, and Steven Schroeder (joined the Meeting at 9:40 a.m.).

Laura Brown, OfficeTeam temporary employee, was present and served as recorder. Nancy Gilberg, Administrative Consultant, was also in attendance.

Call to Order and Welcome

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

Conflict of Interest Policy and Disclosures

There were no oral disclosures.

Minutes

The Minutes of the August 24-25, 2009 Annual Board Meeting were reviewed by the Board. There was discussion regarding an annual or as needed Audit, and it was decided to do the next Audit after Robina receives the final distribution from J. P. Morgan.

A motion was made to approve the Minutes; seconded by Karoff; and approved unanimously.

President's Report

Governance: Aamoth explained that the officer elections had not been done at the August Annual Meeting so the Board needed to approve Crosby's position as Chair of the Board, Schroeder as Secretary of the Board, and Aamoth as President. Crosby made the motion to approve the board slate; it was seconded by Aamoth, and unanimously approved.

Human Rights Report to CFR, UofM, and Yale: A letter was sent to the three institutions asking them to read the Human Rights Report from Frey and Meinjes. They did not have to respond if they chose not to do so. Dean Wippman indicated that he had read the report and was going to share it with key faculty at the UofM to solicit their input before offering any detailed observations.

New Board Members: Crosby reported that Peggy Burke was suggested by Ed Spencer as a possible candidate for the Executive Director position, but declined saying that she felt that the position was more administrative than she wanted. However, she asked to be included as a candidate for Board Member. It was decided that her skills would not be a good fit for that position at this time. Crosby then mentioned that he

was most in favor of extending an invitation to Kathleen Blatz (former Minnesota Supreme Court Chief Justice). Her husband, Wheelock Whitney, was a close friend of Jim Binger, which was an added non-essential bonus. There was also discussion about Noa Staryk (Jim Binger's granddaughter), Kathy Bushkin Calvin, and Susan Berresford. It was decided to pursue asking Blatz first, being from Minnesota, and then proceed to the second choice of Susan Berresford, former Chair of the Ford Foundation, from out of state. All felt that Ms. Berresford would be an excellent Board Member. Karoff will pursue Ms. Berresford's interest once we have a response from Ms. Blatz. He also suggested that we have a packet of information regarding Robina available to give to them.

Committee Reports

Grants Programs

Abbott Northwestern: Dick Adair joined the meeting to discuss the ANW report that was included in the Board Book. He mentioned that one of the major changes needed after Phase I, is to change the way they recruit patients. Patients who are not already doing well would be recruited by checking the doctor's patient profiles to determine which ones would benefit most by this program. Furthermore, the clinics in which the model is tried would be diversified. Adair commented that Karoff's suggestion to hire a research person was excellent. They plan to find someone to fill that role as soon as possible. Adair believes that an important question for the long run is "For whom does this project work?"

Adair said that the cost per patient per year would be \$384 (care guide salary and training) and \$457 (including offices, computers and depreciation). The objective is to improve care at a cost that is sustainable. Third party payers have not yet been contacted, but will be after Phase II.

What happens when the Robina funding runs out; is there a Phase III? Adair is hopeful that the results will be so persuasive that Allina will fund it, or that the money will come from other sources including insurance payers. Crosby stated that Robina's goal is to fund new and experimental projects rather than continuing to fund proven projects. Allina should think about taking on the continuing expenses at the end of Phase II. Adair observed that he is not the one to make that decision and did not comment on it. Schroeder suggested revisiting the topic around month 14 of the 21 months of the project. After discussion, Karoff made the motion to approve Phase II; Schroeder seconded; and it was unanimously approved.

Discussion followed about letting Abbott know that Robina is not a sure source of funds in the future after the 'innovation' Phase is done. It was decided not to make any sort of statement now but wait until August 2010 and decide then what to say to the Abbott leadership regarding future funding.

Council on Foreign Relations: Schroeder said detailed quarterly reports were not necessary, but annual reports need to be comprehensive. Aamoht suggested that the Board members attend one of the CFR conferences to understand better what they do.

University of Minnesota: Robina is making a great difference at UofM Law, Dean Wippman is an impressive leader, and the School is very pleased with Robina's funding.

Gordon attended a UofM Law School "Conference on Exceptional Courts and Military Commissions" that was fully subscribed and interesting. Crosby attended a dinner during the same conference that was also very interesting.

Yale Law School: Kenna Barrett's email detailed the past quarter's events. A tour will be arranged during the Board's visit to Yale Law School in February 2010. Schroeder asked what the present human rights connections/emphases were for the Law School. Aamoth, who had visited with Dean Post, said they have a strong emphasis on human rights with their current faculty. Post expects Harold Koh to return to Yale after Washington.

Yale Drama School: James Bundy had sent in an updated funding report for the Board's review. The Robina Board will see the production, "Compulsion," during their visit to Yale in February 2010.

Finance Report

Third Quarter Financial Statement from CBIZ – Aamoth presented the Report and discussion followed without correction. A motion was made to approve the third quarter report; seconded; and unanimously approved as written.

Crosby brought up the subject of Robina's Investment Policy, which had been set aside given the difficult markets, and whether the Foundation should return to the original Policy. Discussion ensued and the decision was made to stay "status quo" until they could discuss it more thoroughly at the February Board Meeting. Crosby intends to think more about it and also discuss the situation with Ed Spencer, former Board member.

Legal Update

There was discussion regarding the estate money that is still with J. P. Morgan as well as the equities with them. Detail is needed on the venture capital for discussion at the February meeting.

J.P. Morgan legal fees were discussed and noted to reduce Robina's ultimate funds. McDermott seems to be making things more complicated. Crosby's email on Page 62 of the Board Book was discussed and a decision needs to be made whether or not to sue for a refund of the IRS payment of Jane's gift. Crosby will be meeting with Binger family attorneys and will try to unravel the situation.

Executive Director Search

Penny Hunt will be meeting with Schroeder and Karoff this week. Once those interviews are finished, there will be further discussion about her qualifications for the Executive Director position. Amy Sunderland is another possible candidate. Karoff thinks that Amy Sunderland would be very good but that Penny Hunt may be a better bridge between the Foundation and the four institutions.

Future Board Meetings

Aamoth reviewed the future meeting dates and asked that all Board members be present at dinner on Monday, February 22. There will be meetings on Tuesday, February 23, and on Wednesday morning, February 24 until noon in New Haven at Yale University. Lodging will be at The Study on campus. Yale will set up the agenda for our visit which will include tours of the Law and Drama Schools.

The May 18, 2010 Meeting will be from 10 a.m. to 12 noon (Central Daylight Time) instead of 9 a.m. to 11 a.m. as will all future Conference Call Board Meetings.

Adjournment

There being no other business, the meeting was adjourned.

Respectfully Submitted,

Steven A. Schroeder, Secretary

Date

KATHLEEN BLATZ

Kathleen Blatz is an attorney in private practice, specializing in arbitration and mediation. Prior to re-entering private practice, Kathleen was Chief Justice of the Minnesota Supreme Court from 1998 to 2006 and served as Associate Justice from 1996 to 1998. Prior to her appointment to the Supreme Court, she served as a Fourth Judicial District Court Judge, chambered in Hennepin County, Minnesota. Kathleen began her legal career in private practice at a large Minneapolis law firm before serving as an Assistant County Attorney in Hennepin County. In 2007, she was recognized by *Minnesota Law & Politics* as one of the "100 Most Influential Attorneys in State History."

Beginning in 1979, Kathleen Blatz served eight terms in the Minnesota House of Representatives, which included five years as an Assistant Minority Leader. She also has an extensive record of service on national and regional boards, including serving as a Trustee of St. Thomas University, a board member of the Minneapolis Big Brothers Big Sisters, and as a member of the Judicial Conference Committee on Federal-State Jurisdiction.

Presently, Kathleen serves as a Director of the RiverSource Funds and as a Trustee of Blue Cross Blue Shield of Minnesota.

Kathleen Blatz has received numerous national and regional honors, awards, and honorary degrees. She holds a B.A., *summa cum laude*, from the University of Notre Dame, and an M.S.W. and J.D. with honors from the University of Minnesota.

SUSAN V. BERRESFORD

Susan V. Berresford is the former President of the Ford Foundation.

Ms. Berresford joined the Ford Foundation in 1970. In her 38 years at the Ford Foundation she had numerous jobs including Project Assistant and Program Officer in the Division of National Affairs, Officer in Charge of the Foundation's Women's Programs, Vice President, U.S. and International Affairs Programs and Vice President of the Program Division.

Prior to joining the Foundation, Ms. Berresford served as a Program Officer for the Neighborhood Youth Corps from 1965 until 1967. In 1967-68, she worked for the Manpower Career Development Agency, where she was responsible for evaluation of training, education, and work programs.

Ms. Berresford attended Vassar College and then studied American history at Radcliffe College, where she graduated *cum laude* in 1965.

Ms. Berresford is a board member and chair of United States Artists and is a board member of the Independent Sector. She also serves as an Advisory Board Member of the Trinidad Trust Fund (California) and is a member of the Council on Foreign Relations, the American Academy of Arts and Sciences and Trinity Church Vestry (New York City). Ms. Berresford is the convener of the US-Vietnam Dialogue Group on Agent Orange/Dioxin.

She currently works at The New York Community Trust, consulting on philanthropy, and leading several projects for the Ford Foundation.

SECOND RESTATED BYLAWS OF ROBINA FOUNDATION

ARTICLE I

Objectives, Purposes and Mission Statement

Section 1. Charitable Purposes. Robina Foundation (the "Corporation") is organized and operated exclusively for the purposes described in the Corporation's Articles of Incorporation, and all of the Corporation's activities described herein are subject to those purposes. Consistent with the purposes described in the Corporation's Articles of Incorporation, and to the extent permitted under applicable federal tax, state and local law, the Corporation may engage in direct or indirect charitable activities, including, without limitation, the awarding of grants; the conduct of direct charitable activities; joint ventures with other organizations; and the making of so-called "program-related investments."

Section 2. Mission Statement on Charitable Goals. The Corporation was founded to fulfill the various charitable goals of James H. Binger (the "Founder"). The Founder's charitable goals are divided into three broad categories described as follows, not in any order of priority:

(a) Support of Yale University and University of Minnesota Law School. The Founder intends the Corporation to engage in activities that support the educational activities of Yale University ("Yale"), of New Haven, Connecticut, and the University of Minnesota Law School ("U of MN"), of Minneapolis, Minnesota. For purposes of this Mission Statement, the term "educational activities" should be broadly construed to include, without limitation, the support of academic research by students and faculty; undergraduate, graduate and professional school teaching and training; scholarships, fellowships and academic prizes; the improvement of student life; libraries; laboratories; conferences and symposia; journals; faculty endowments; and building projects and capital campaigns related to any of the foregoing.

(b) Support of Abbott Northwestern Hospital. The Founder intends the Corporation to engage in activities that support medical research, treatment and patient care at Abbott Northwestern Hospital ("Abbott Hospital"), of Minneapolis, Minnesota. The Founder also intends to support the philanthropic activities of Abbott Northwestern Hospital Foundation, of Minneapolis, Minnesota, which for purposes of this Mission Statement shall be included within the definition of "Abbott Hospital." For purposes of this Mission Statement, the terms "medical research, treatment and patient care" should be broadly construed to include, without limitation, research into the causes, cure and treatment of diseases and disorders affecting the human body and mind; the teaching and training of medical students, physicians, and other medical personnel; the acquisition and upkeep of medical equipment; laboratories; medical journals; scholarships, fellowships and prizes; conferences and symposia; and building projects and capital campaigns related to any of the foregoing.

(c) Support of the Council on Foreign Relations. The Founder intends the Corporation to engage in International Relations Activities that support the Council on

Foreign Relations ("CFR"), of New York, New York. For purposes of this Mission Statement, the term "International Relations Activities" includes, without limitation, research and scholarship into the history of world affairs, political and geopolitical theory, diplomacy, international organizations or relations, war and the causes of war, terrorism, nuclear proliferation and political economy; the promotion of international cooperation and language education; cultural exchanges; conferences and symposia on any of these subjects, scholarships, fellowships and prizes; lectures and journals concerning these subjects; and building projects and capital campaigns related to any of the foregoing.

(d) Named Institutions. Yale, U of MN, Abbott Hospital, and CFR are each referred to below as a "Named Institution" and collectively as "Named Institutions."

Section 3. Mission Statement on Charitable Activities. The Corporation's Articles of Incorporation and this Mission Statement contemplate a broad range of charitable activities in which the Corporation may engage in furtherance of the Founder's charitable goals. The Corporation's Board of Directors (sometimes referred to herein as the "Board") retains ultimate authority to determine the exact manner in which the Corporation conducts its charitable activities. The Founder acknowledges that the Board of Directors has the ultimate responsibility for determining the Corporation's activities. However, the Founder requests that the Board consider the following principles when conducting the Corporation's activities:

(a) Encourage Innovation and Creativity. The Board should support charitable activities that evince innovative thinking and creativity or that promote innovation and creativity in furtherance of the Founder's charitable goals.

(b) Emphasis on Forward-Thinking Projects and Initiatives. The Founder encourages the Board to support projects and initiatives that are aimed at furthering the Founder's charitable goals in the near and long-term future. Accordingly, the Board should seriously consider supporting proposals that are forward-thinking and futuristic, even though the benefits from such projects may not be fully appreciated and may not come to fruition until the future.

(c) Emphasis on Major Projects and Initiatives. The Founder anticipates that the Corporation will be funded with significant assets. Accordingly, the Founder believes that the most productive use of the Corporation's assets will be to support major projects and initiatives related to the Founder's charitable goals, as opposed to awarding grants to support the day-to-day operations of charitable donees or to fund general operating budgets.

(d) Methods of Proceeding. The Board periodically should invite for consideration a proposal for a project from each of the Named Institutions for major projects and initiatives that are intended to have a significant and positive long-term impact consistent with the Founder's charitable goals. The Founder intends that the Board will select from among these proposals one or more projects to fund. No Named Institution may propose more than one project at a time. The Board also may fund "think tank" activities at, or in conjunction with, each Named Institution to develop proposals or

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

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

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

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

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

ARTICLE II

Offices

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

ARTICLE III

Membership

The Corporation shall have no members with voting rights.

ARTICLE IV

Board of Directors

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

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

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

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

Section 5. Vacancies.

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

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

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

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

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

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

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

Section 9. Regular Meetings. Regular meetings of the Board of Directors shall be held as frequently as necessary, at such dates, times and places as the Board of Directors shall specify; provided, however, that should said day fall upon a holiday observed by the Corporation at its principal office, then said meeting shall be held at the same time on the next day thereafter which is a full business day.

Section 10. Special Meetings. Special meetings of the Board of Directors for any purpose or purposes may be called at any time by any officer or any two (2) Directors of the Corporation.

Section 11. Notice of Regular, Annual and Special Meetings. Regular meetings of the Board of Directors shall be held without notice at a designated time and place agreed to by a majority of the Board. Annual and Special meetings of the Board of Directors shall be held upon four (4) days' notice by first-class mail or forty-eight (48) hours' notice given personally, by overnight mail, telephone, facsimile or electronic mail. Any such notice shall be addressed or delivered to each Director at his or her address, telephone or facsimile number or electronic mail address, as the case may be, appearing on the books of the Corporation, or at such other address, telephone or facsimile number or electronic mail address, as the case may be, as may be supplied by the Director for the purpose of notice. In the case of special meetings, the notice shall state the business to be transacted at the special meeting and no business other than that so stated shall be transacted at any such meeting. Notice by mail shall be deemed to have been given at the time a written notice is deposited in the United States mails, postage prepaid. Any other written notice shall be deemed to have been given at the time it is personally delivered to the recipient or is delivered to a courier for overnight deliver or actually transmitted by the person giving the notice by electronic means, to the recipient. Oral notice shall be deemed to have been given at the time it is communicated, in person or by telephone, to the recipient or to a person at the office of the recipient who the person giving the notice has reason to believe will promptly communicate it to the recipient.

Section 12. Consent to Meetings; Waiver of Notice. The transaction of business at any meeting of the Board of Directors, however called and noticed and wherever held, shall be as valid as though had at a meeting duly held after regular call and notice if a quorum be present, and if, either before or after the meeting, each of the Directors entitled to vote, not present in person, signs a written waiver of notice, a consent to the holding of such meeting or an approval of the minutes of the meeting. All such waivers, consents or approvals shall be filed with the corporate records or made a part of the minutes of the meeting. Notice of a meeting need not be given to any Director who attends the meeting without protesting the lack of notice to the Director prior to, or at the commencement of, the meeting.

Section 13. Quorum; Act of Directors. At all meetings of the Board of Directors, the presence of a majority of the Directors shall constitute a quorum for the transaction of business except (a) to remove a Director as provided in Section 6 of Article IV or (b) to adjourn as provided in Section 16 of this Article IV. The act of a majority of the Directors present at any time at which there is a quorum shall be the act of the Board of Directors, unless a greater number is required by law, the Articles of Incorporation or these Bylaws. Notwithstanding the previous provisions of this Section 13, a meeting at which a quorum initially is present may

continue to transact business notwithstanding the withdrawal of Directors, if any action taken is approved by at least a majority of the required quorum for such meeting.

Section 14. Action By Unanimous Written Consent. Any action required or permitted to be taken at a meeting of the Board of Directors may be taken without a meeting if all Directors shall individually or collectively consent in writing to such action. Such action by written consent shall have the same force and effect as a unanimous vote of the Directors. Such written consent or consents shall be filed with the minutes of the proceedings of the Board of Directors.

Section 15. Meetings Held Using Remote Communication. A Director may participate in a meeting of the Board of Directors by means of conference telephone or, if authorized by the Board of Directors, by such other means of remote communication, in each case through which that Director, other Directors so participating, and all Directors physically present at the meeting may communicate with each other on a substantially simultaneous basis. Participation in a meeting by remote communication constitutes presence at the meeting.

Section 16. Adjournment. A majority of the Directors present, whether or not a quorum is present, may adjourn any Board meeting to another time and place. Notice of the time and place of holding an adjourned meeting need not be given to absent Directors if the time and place be fixed at the meeting adjourned, except as provided in the next sentence. If the meeting is adjourned for more than twenty-four (24) hours, notice of any adjournment to another time and place shall be given a reasonable time prior to the time of the adjourned meeting to the Directors who were not present at the time of the adjournment.

Section 17. Fees and Compensation. The Directors and members of committees shall not receive any salary, wages, bonus, dividends or other compensation or expense reimbursement by virtue of serving as a Director or committee member unless such compensation or expense reimbursement is specifically disclosed to and approved by the Board of Directors.

ARTICLE V

Committees

Section 1. Committees Generally.

(a) The Board of Directors may, by resolution duly adopted by a majority of the Directors then in office, establish one or more committees. Members of all committees and all committee chairmen shall be appointed and may be removed by the Board of Directors. Committees are of two kinds, those having legal authority to act for the Corporation, known as committees of the Board, and those that do not have that authority, known as advisory committees. Committees may be either standing or special. Members of all committees shall serve at the pleasure of the Board. The President/Chair, by virtue of his or her office, shall be an ex-officio member of all committees. The Board may delegate to its committees all legal authority of the Board except with respect to:

- (i) The approval of any action for which applicable law or these Bylaws require approval of a majority of Directors;

- (ii) The filling of vacancies on the Board of Directors or on any committee;
- (iii) The fixing of compensation of the Directors for serving on the Board or on any committee;
- (iv) The amendment or repeal of Bylaws or the adoption of new bylaws;
- (v) The amendment or repeal of any resolution of the Board of Directors which by its express terms is not so amendable or repealable;
- (vi) The adoption or approval of a plan of merger or consolidation with another corporation;
- (vii) The authorization of the sale, lease, exchange, mortgage or other disposition of all or substantially all of the assets of the Corporation;
- (viii) The authorization of voluntary dissolution of the Corporation or revocation of proceedings therefor; or
- (ix) The appointment of other committees of the Board of Directors.

(b) The Board of Directors shall have the power to prescribe the manner in which proceedings of any committee shall be conducted. In the absence of any such prescription, such committee shall have the power to prescribe the manner in which its proceedings shall be conducted. Unless these Bylaws, the Board or such committee shall otherwise provide, the regular and special meetings and other actions of any committee shall be governed by the provisions of Article IV applicable to meetings and actions of the Board of Directors. Each committee shall keep regular minutes of its proceedings and shall report the same to the Board from time to time, as the Board of Directors may require.

Section 2. Committees of the Board. Only Directors may be appointed to committees of the Board. Each committee of the Board shall consist of two (2) or more Directors.

Section 3. Standing Committees. Standing committees shall consist of such committees as the Board may authorize from time to time. Each such committee shall stand discharged when a new committee is appointed for the same task. Except as otherwise provided in this Article and applicable law, standing committee membership may consist of Directors only, Directors and nondirectors, or nondirectors only, and also may include nonvoting members. Each such committee shall perform the duties the Board prescribes from time to time.

Section 4. Advisory Committees. The Board of Directors may appoint one or more advisory committees. Advisory committee membership may consist of Directors only, Directors and nondirectors, or nondirectors only, and also may include nonvoting members and alternate members. Advisory committees shall have no legal authority to act for the Corporation, but shall report their findings and recommendations to the Board of Directors.

Section 5. Term of Office. The chairman and each member of a standing committee shall serve until his or her successor is appointed, or until such committee is sooner terminated, or until his or her prior death, resignation, or removal. The chairman and each member of a special committee shall serve for the life of the committee, or until his or her prior death, resignation, or removal.

Section 6. Vacancies. Vacancies on any committee may be filled for the unexpired portion of the term in the same manner as provided in the case of original appointments.

ARTICLE VI

Officers

Section 1. Officers. The officers of the Corporation shall be a President, ~~one or more~~Chair, a Vice PresidentsChair, a Secretary, a Treasurer, an Executive Director, and such other officers as shall be deemed necessary by the Board.

Section 2. Election and Term of Office. The officers shall be elected, or, in the case of the Executive Director, appointed by the Board of Directors ~~at its annual meeting.~~ Except as otherwise provided in these Bylaws, officers shall serve at the pleasure of the Board and shall hold office until their successors shall be elected or appointed and qualified to serve or until the officer's prior death, resignation, or removal. Any two or more offices may be held by the same person.

Section 3. Other Officers. The Board of Directors may elect or authorize the appointment of such other officers as the business of the Corporation may require, each of whom shall hold office for such period, have such authority and perform such duties as the Board of Directors may from time to time prescribe.

Section 4. President. ~~The President shall be the chief executive officer of the Corporation and shall, subject to the control of the Board of Directors, (a) have general supervision, direction, and control of the business and affairs of the Corporation; (b)~~Chair. ~~The Chair shall, when present, preside at meetings of the Board of Directors; (c) see that orders and resolutions of the Board of Directors are carried into effect; (d) have the authority to sign and deliver in the name of the Corporation deeds, mortgages, bonds, contracts, or other instruments pertaining to the business of the Corporation, except in cases in which the authority to sign and deliver is required by law to be exercised by another person or is expressly delegated by the Articles of Incorporation, the Bylaws or the Board of Directors exclusively to one or more other persons; and (e), and shall have~~ such other authority and duties as are usually vested in the office of PresidentChair of a corporation and as from time to time may be prescribed by the Board and these Bylaws. At any time when the Corporation has no Executive Director in office, the Chair shall perform the duties of the Executive Director unless the Board of Directors designates another individual by resolution.

Section 5. Vice PresidentChair. The Vice President ~~(if any)~~Chair shall have such authority and perform such duties as the Board of Directors may determine from time to time. Unless otherwise determined by the Board, during the absence or disability of the PresidentChair, it shall be the duty of the ~~highest ranking Vice President who is present at the~~

~~time and able to act, Vice Chair to perform the duties of the President. The determination of who is the highest ranking of two or more persons holding the same office shall, in the absence of specific designation of order of rank by the Board of Directors, be made on the basis of the earliest date of election, or, in the event of simultaneous election, on the basis of the longest continuous service as an officer or Director of the Corporation.~~Chair.

Section 6. Secretary. The Secretary shall send or cause to be sent appropriate notices and prepare or cause to be prepared agendas for all meetings of the Board of Directors, shall act as custodian of all records and reports, and shall be responsible for keeping and reporting of adequate records of all meetings of the Board of Directors. The Secretary shall have such other authority and duties as are usually vested in the office of the Secretary and as may be prescribed from time to time by the Board of Directors and these Bylaws.

Section 7. Treasurer. The Treasurer shall be the chief financial officer of the Corporation and shall keep and maintain, or cause to be kept and maintained, adequate and correct books and records of accounts of the properties and business transactions of the Corporation, including accounts of its assets, liabilities, receipts, disbursements, gains and losses. The Treasurer shall deposit or cause to be deposited all moneys and other valuables in the name and to the credit of the Corporation with such depositories as may be designated by the Board of Directors. The Treasurer shall disburse or cause to be dispersed the funds of the Corporation as may be ordered by the Board of Directors, shall render to the Directors, whenever they request it, an account of all transactions as Treasurer and of the financial condition of the Corporation, and shall have such other powers and perform such other duties as may be prescribed by the Directors or the Bylaws.

Section 8. Executive Director. The Executive Director shall, subject to the control of the Board of Directors, (a) have general supervision, direction, and control of the business and affairs of the Corporation; (b) see that orders and resolutions of the Board of Directors are carried into effect; (c) have the authority to sign and deliver in the name of the Corporation deeds, mortgages, bonds, contracts, or other instruments pertaining to the business of the Corporation, except in cases in which the authority to sign and deliver is required by law to be exercised by another person or is expressly delegated by the Articles of Incorporation, the Bylaws or the Board of Directors exclusively to one or more other persons; and (d) such other authority and duties as are usually vested in the office of Executive Director of a corporation and as from time to time may be prescribed by the Board and these Bylaws.

Section 9. Removal and Resignation.

(a) Any officer may be removed, either with or without cause, by the majority vote of the Board of Directors at any time. Any such removal shall be without prejudice to the rights, if any, of the officer under any contract of employment.

(b) Any officer may resign at any time by giving written notice to the Board, but without prejudice to the rights, if any, of the Board under any contract to which the officer is a party. Any such resignation shall take effect at the date of the receipt of such

notice or at any later time specified therein and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

Section 9.10. Vacancies. A vacancy in any office because of death, resignation, removal, disqualification or any other cause shall be filled in the manner prescribed in these Bylaws for regular election or appointment to such office, provided that such vacancies shall be filled as they occur and not on an annual basis.

ARTICLE VII

General Provisions

Section 1. Voting Shares. The Corporation may vote any and all shares or memberships held by it in any other corporation by such officer, agent or proxy as the Board of Directors may appoint, or, in the absence of any such appointment, by the ~~President~~Chair, the Secretary or the Treasurer and, in such case, such officers or any of them similarly may appoint a proxy to vote said shares.

Section 2. Inspection of Corporate Records. The accounting books and records and minutes of proceedings of the Board and committees of the Board shall be open to inspection upon written demand on the Corporation of any Director at any reasonable time for a purpose reasonably related to the Director's interests as a Director. The Corporation shall keep in its principal office in the State of Minnesota the original or a copy of its Articles of Incorporation and a copy of these Bylaws, as amended to date, which shall be open to inspection by the Directors at all reasonable times during office hours.

Section 3. Endorsement of Documents; Contracts. Deeds, mortgages, bonds, checks, contracts and other instruments pertaining to the business and affairs of the Corporation may be signed on behalf of the Corporation by the ~~President, any Executive Director, Chair, Vice President~~Chair, or such other person or persons as may be designated from time to time by the Board of Directors. No Director, officer, agent or employee of the Corporation has any power or authority to borrow money on its behalf, to pledge its credit or to mortgage or pledge its real or personal property except within the scope and to the extent of the authority delegated by resolutions adopted from time to time by the Board of Directors. The Board of Directors may give authority for any of the above purposes, and this authority may be general or limited to specific instances.

Section 4. Construction and Definitions. Unless the context otherwise requires, the general provisions, rules of construction and definitions contained in the general provisions of the Minnesota Nonprofit Corporation Act shall govern the construction of these Bylaws.

Section 5. No Corporate Seal. The Corporation shall not have a corporate seal.

ARTICLE VIII

Indemnification and Insurance

Section 1. Action Not By or in the Right of the Corporation. The Corporation shall indemnify any person who was or is a party, or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative and whether formal or informal (other than an action by or in the right of the corporation), by reason of the fact that the person is or was a Director, officer, employee or agent of the Corporation, or is or was serving at the request of the Corporation as a director, officer, partner, trustee, employee or agent of another foreign or domestic corporation, business corporation, partnership, joint venture, trust or other enterprise, whether for-profit or not-for-profit, against expenses, including attorneys' fees, judgments, penalties, fines and amounts paid in settlement, actually and reasonably incurred by the person in connection with such action, suit or proceeding, if the person acted in good faith and in a manner the person reasonably believed to be in, or not opposed to, the best interests of the Corporation and, with respect to any criminal action or proceeding, had no reasonable cause to believe that the conduct was unlawful. The termination of any action, suit or proceeding by judgment, order, settlement, conviction, or upon a plea of nolo contendere or its equivalent, shall not, of itself, create a presumption that the person did not act in good faith and in a manner which the person reasonably believed to be in, or not opposed to, the best interests of the Corporation, and, with respect to any criminal action or proceeding, had reasonable cause to believe that the conduct was unlawful.

Section 2. Action By or in the Right of the Corporation. The Corporation shall indemnify any person who was or is a party, or is threatened to be made a party, to any threatened, pending or completed action or suit by or in the right of the corporation to procure a judgment in its favor by reason of the fact the person is or was a Director, officer, employee or agent of the Corporation, or is or was serving at the request of the Corporation as a director, officer, partner, trustee, employee or agent of another foreign or domestic corporation, business corporation, partnership, joint venture, trust or other enterprise, whether for profit or not for profit, against expenses, including actual and reasonable attorneys' fees and amounts paid in settlement incurred by the person in connection with the action or suit, if the person acted in good faith and in a manner the person reasonably believed to be in, or not opposed to, the best interests of the Corporation. However, indemnification shall not be made for a claim, issue or matter in which the person has been found liable to the Corporation, unless and only to the extent that the court in which the action or suit was brought has determined upon application that, despite the adjudication of liability, but in view of all the circumstances of the case, the person is fairly and reasonably entitled to indemnification for expenses which the court considers proper.

Section 3. Expenses. To the extent that a Director, officer, employee or agent of the Corporation has been successful, on the merits or otherwise, in the defense of any action, suit or proceeding referred to in Section 1 or 2 or in defense of any claim, issue or matter in the action, suit or proceeding, the successful party shall be indemnified against expenses, including actual and reasonable attorneys' fees, incurred in connection with the action, suit or proceeding and in any action, suit, or proceeding brought to enforce the mandatory indemnification provided in this Article VIII.

Section 4. Approval of Indemnification. Any indemnification under Section 1 or 2 (unless ordered by a court) shall be made by the Corporation only as authorized in the specific case, upon a determination that indemnification of the Director, officer, employee or agent is proper in the circumstances because the person has met the applicable standard of conduct set forth in Section 1 or 2. Such determination shall be made (i) by the Board of Directors by a majority vote of a quorum consisting of Directors who were not parties to such action, suit or proceeding, or (ii) if such a quorum is not obtainable, then by a majority vote of a committee of the Board, none of the members of which are parties to the action, or (iii) by independent legal counsel in a written opinion. If a person is entitled to indemnification under Section 1 or 2 for a portion of expenses, including attorneys' fees, judgment, penalties, fines, and amounts paid in settlement, but not for the total amount thereof, the corporation may indemnify the person for the portion of the expenses, judgments, penalties, fines, or amounts paid in settlement for which the person is entitled to be indemnified.

Section 5. Reimbursement of Expenses. Expenses incurred in defending a civil or criminal action, suit or proceeding described in Section 1 or 2 may be paid by the Corporation in advance of the final disposition of such action, suit or proceeding, upon receipt of an undertaking by or on behalf of the Director, officer, employee or agent to repay the expenses, if it is ultimately determined that the person is not entitled to be indemnified as authorized in this Article VIII. The undertaking shall be an unlimited general obligation of the person on whose behalf advances are made, but need not be secured.

Section 6. Continuation of Indemnification. The indemnification provided by this Article VIII shall continue as to a person who has ceased to be a Director, officer, employee or agent, and shall inure to the benefit of the heirs, executors and administrators of such person.

Section 7. Insurance. The Corporation may purchase and maintain insurance on behalf of any person who is or was a Director, officer, employee or agent of the Corporation, or who is or was serving at the request of the Corporation as a director, officer, employee or agent of another corporation, business corporation, partnership, joint venture, trust or other enterprise, against any liability asserted against the person and incurred by the person in any such capacity, or arising out of the person's status as such, whether or not the Corporation would have the power or duty to indemnify the person against such liability under the provisions of this Article VIII.

Section 8. References. For purposes of this Article VIII, reference to the Corporation includes all constituent corporations absorbed in a consolidation or merger and the resulting or surviving corporation or business corporation, so that a person who was or is a director, officer, employee or agent of such constituent corporation or is or was serving at the request of such constituent corporation as a director, officer, partner, trustee, employee or agent of another foreign or domestic corporation, business corporation, partnership, joint venture, trust or other enterprise, whether for profit or not, shall stand in the same position under the provisions of this Article VIII with respect to the resulting or surviving corporation or business corporation as the person would if the person had served the resulting or surviving corporation in the same capacity.

Section 9. Contract Rights Not Affected. Nothing contained in this Article VIII shall affect any rights to indemnification or advancement of expenses to which persons may be entitled by contract or otherwise by law. However, the total amount of expenses advanced or indemnified from all sources combined shall not exceed the amount of actual expenses incurred by the person seeking indemnification or advancement of expenses.

Section 10. Private Foundation Excise Taxes. In connection with the defense of a judicial proceeding under Chapter 42 of the Internal Revenue Code of 1986, as amended, or corresponding provisions of any subsequent Federal tax law, no person shall under any circumstances be indemnified for taxes, penalties or expenses of correction and further no person shall be indemnified for other expenses in connection with such judicial proceedings unless: (i) such other expenses are reasonably incurred by the person in connection with such proceeding; (ii) the person is successful in such defense, or such proceeding is terminated by settlement and the person has not acted willfully or without reasonable cause with respect to the act or failure to act which led to liability for tax under said Chapter 42. Notwithstanding anything apparently to the contrary in this Article VIII, the Corporation shall not indemnify any Director, officer, employee or agent of the corporation if such indemnification would violate the self-dealing prohibition described in Section 4941 of the Internal Revenue Code of 1986, as amended, or corresponding provisions of any subsequent Federal tax law.

ARTICLE IX

Amendments

Section 1. Amendments. These Bylaws, the Articles of Incorporation of the Corporation and any part thereof may be amended or repealed, and new Bylaws may be adopted only by the affirmative vote of two-thirds the Board of Directors of the Corporation at a duly called meeting at which a quorum is present, or by the written consent of all of the Directors.

Section 2. Record of Amendments. Whenever a new Bylaw or amendment thereto is adopted, it shall be included in the corporate minute book with the original Bylaws. If any Bylaw or amendment thereto is repealed, the fact of repeal with the date of the meeting or action by written consent when said repeal was adopted shall be stated in a writing placed in the corporate minute book with the original Bylaws.

ROBINA FOUNDATION

Resolution of Board of Directors

WHEREAS, the Bylaws of this corporation provide for the following officers: President, Vice President, Secretary and Treasurer; and

WHEREAS, the Board of Directors has determined that the Bylaws of this corporation should be amended and restated to provide instead for a Chair, Vice Chair, Secretary, Treasurer, and Executive Director;

NOW, THEREFORE, it is hereby:

RESOLVED, that the Second Restated Bylaws of this corporation presented at this meeting are approved as the Bylaws of this corporation, to supersede the existing Bylaws in their entirety.

RESOLVED FURTHER, that the following individuals are elected to fill the offices set forth opposite their names, each to serve until his or her successor is elected, or his or her prior death, resignation, or removal:

Tom Crosby
Steve Schroeder
Tom Crosby
Steve Schroeder
Penny Hunt

Chair
Vice Chair
Treasurer
Secretary
Executive Director

Dated: _____, 2010

2/23/10 Board Meeting: Executive Director's Report

Talk a little about what
(spend a few minutes)
I've been doing & my
observations after
2 1/2 mos.

TRANSITION

Although I was a little surprised to start on Dec. 1, I really appreciated the 1 month overlap with Gordy – very helpful; filled me in; introduced me to representatives of two Minnesota Grantees

Nancy – provided valuable insights; kept me from putting my foot in my mouth; kept me focused; filled me in on numerous operational activities

Tom -- kept me on track and focused; asked me key questions

MEETINGS / TELEPHONE CONVERSATIONS

With Gordy – met with Dr. Adair from ANW and Dean Wippman at the U of M Law School

Subsequently had additional meetings with MN Grantees:

□ Penny Wheeler and Shane Seymour from Allina

□ Along with Tom & Gordy, met with Penny, Ken Paulus and Jeff Peterson

□ Met with Dean Wippman and attended a lecture he gave on *Politics of the Law and Security of War*

Numerous Telephone conversations with development staff at Yale School of Drama and Yale Law School, as well as with Hans van Dyk and Inga R., development executives at Yale.

Peter and I talked with James Bundy and Deborah Berman of Yale School of Drama about the Enhancement Fund.

Meetings with Yale representatives on Monday.

Talked with Stewart Patrick and James Lindsay of CFR (Note: spending March in DC when I'll meet with CFR in person. Currently planning to attend a meeting funded under the Robina grant on March 10. Hope to attend a few others.)

Talked with Garth Meintes and met with Barb Frey about the Human Rights report they prepared.

Met with representatives of *CBIZ & US Bank* ~~xxxx~~ regarding finance etc.

Met with Kathleen Blatz

→ Met w/ Richard Haass on March 8 and

Talked and emailed with Joanne Duhl who did early work with the foundation board – seeking to understand the background of what I was reading in Robina material.

> *Begin to research foundations that either have*
On a steep learning curve learning about the Foundation and getting ready for this meeting.

OBSERVATIONS

Uniqueness of Robina:

Uniqueness of Robina board:

First about the operation of the Foundation

The foundation's operations, record-keeping, systems are in excellent shape. Gordy and Nancy developed various systems that serve the foundation well and should in the future. Nancy does a great job of keeping on top of the multiple requirements for private foundations.

The foundation's financial consultants are eager to please, cooperative and diligent.

Regarding Robina's grantees: Not surprising:

All of the grantees are thrilled to be selected for potential funding. (Other community organizations - - at least in Minneapolis – are jealous of the Robina's designated grantees.)

All spoke highly of the relationship they've developed with Robina and are eager to enhance their relationship to make the partnership as productive as possible.

They appreciated very much Gordy's work on behalf of the foundation.

Dr. Adair also mentioned the valuable advice / assistance Peter and Steve provided.

They're comfortable with Robina's reporting requirements and don't seem to find them onerous. They understand that we will require clear evaluation of the results of Robina grants. (Important to always keep in mind that grantees don't necessarily tell foundations how they feel about the foundation)

They're eager to please and a bit nervous wondering how Robina is going to proceed after the completion of the current grants:

- Eager to understand Robina's focus and the process – aware of Robina's work on human rights and eager to understand if that will be the focus and, if so, what that means

→ sunsetted or in the process of sunseting. Follow up w/ Susan B.

> With the assistance of Peter, contacted the Duke Endowment, which has 4 designated grantees. Hope to learn about their work w/ grantees.

given, competitive nature of grantmaking, etc.

- Wonder about the timing
- Want to work with Robina on future proposals
- Understand that they aren't assured grants and that they are in competition with each other

Should acknowledge that I've had less contact with CFR so can't speak definitively about CFR with regard to how they perceive the best way to work with Robina in the future.

Abbott wants to understand the reach of Robina grants (the four walls of Abbott on one extreme or, on the other extreme, the Allina system. (Penny Wheeler is going to provide her insights on various options)

As Peter Salovey indicated, Yale would like to discuss the process to identify areas for grants. Yale School of Drama and Yale Law School obviously wonder whether additional grants may be available.

Assembled a good team of financial and legal advisors.

Challenges / Opportunities: Needless to say – they're interesting

Talk later about a "Workplan" for this year. What leaps out when I read the list of issues / activities is that this should be a very interesting, challenging year for Robina. A number of key issues are now ripe for decision – perhaps not for all time, but at least for the next round of grants.

discussion & in some cases, decisions

Primary challenge as I see it is to make thoughtful decisions in a timely manner. *Numerous options or approaches possible.*

~~With the addition of Kathleen (and Susan) to the board, I think we'll be well-positioned to consider options and make appropriate decisions.~~

Kathleen will bring a gut dent to the board. Susan will have rounded out the bd nicely. Since she has decided not to join the bd now, may want to identify someone else.

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".

Chkg Acct - ^{won't} no interest

ROBINA FOUNDATION

TIFF - Equities 62% Diversified
Global 51% Various mgs.
Fixed Inc. 33
Bonds 20% Didnt go down as far
Port

est 9m

To: Robina Foundation Board of Directors
From: Penny Hunt
Date: February 16, 2010
Re: Summary of Key Finance Report Material

* { TIFF - got from beginning

Following is a summary of key finance material at Tab 7 in the Board Book to facilitate the board's discussion of the material at the February 24 board meeting:

Robina Assets:

USbank Investment Account	\$30,793,370.96	Bonds - Yield 2.79% (reasonable)
USbank Checking	3,299,000.81	loss - 40,000 cap. loss
TIFF	8,183,916.75	31,025,000 - Jan.
Estate of Jim Binger	67,800,297.87*	
IRS refund	16,989,164.00**	Can be up to 6 mos.
TOTAL	\$127,065,750.39	

* Per 12/31/2009 Current Residuary Assets on Hand Report from JP Morgan Chase included in Tab 7.

The series of emails following the JP Morgan report provides detail on the "Venture Capital" listed on the report.

** Emails regarding amount of the refund are included at Tab 7.

Proposed Budget for 2010:

The proposed budget includes a comparison with 2009 actuals and a brief explanation of key items. The figure used for Excise Tax is explained in an email from Anne Ledwein at CBIZ included at Tab 7.

I hope this is helpful. Please let me know if you have any questions.

Approve / accept financials for 2009.



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ROBINA FOUNDATION

ATTN: GORDON AAMOTH, PRESIDENT

4900 IDS CENTER

80 S 8TH ST

MINNEAPOLIS MN 55402-2100

QUESTIONS?

Wealth Management Advisor:

JERROLD ANDERSON

Phone 612-303-3081

E-mail jerrold.anderson@usbank.com

Relationship Manager:

TIMOTHY S TOWLE

EP-MN-S14

101 EAST FIFTH STREET, 14TH FLOOR

ST PAUL MN 55101-1860

Phone 651-466-8710

E-mail timothy.towle@usbank.com

Portfolio Manager:

JON GENNARO

BC-MN-H16F

Phone 612-303-3130

ROBINA FOUNDATION MANAGEMENT AGENCY

This statement is for the period from
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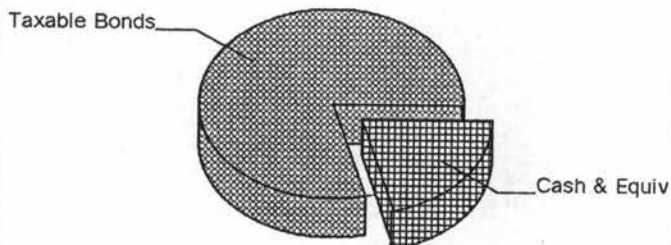
ACCOUNT NUMBER: [REDACTED]
ROBINA FOUNDATION MANAGEMENT AGENCY

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This statement is for the period from
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ASSET SUMMARY AS OF 12/31/09

Assets	Current Period Market Value	% of Total	Est Annual Income
Cash & Equivalents	6,474,848.67	21.00	.00
Taxable Bonds	24,318,522.29	79.00	860,977.13
Total Market Value	\$30,793,370.96	100.00	\$860,977.13



YOUR INVESTMENT OBJECTIVE IS ALL FIXED/NON
TAXABLE

MARKET VALUE SUMMARY

	Current Period 12/01/09 to 12/31/09	Year-to-Date 01/01/09 to 12/31/09
Beginning Market Value	\$30,932,041.44	\$21,523,747.18
Taxable Interest	150,003.16	518,250.06
Paid To/For Beneficiaries		- 10,200,000.00
Fees and Expenses	- 7,234.98	- 45,985.01
Cash Receipts	2,373,233.00	26,559,983.00
Cash Disbursements	- 2,373,233.00	- 7,690,558.00
Long Term Gains/Losses	- 398.28	- 37,247.54
Short Term Gains/Losses		- 69,834.74
Amortization/Accretion		9,422.50
Change in Investment Value	- 281,040.38	225,593.51
Ending Market Value	\$30,793,370.96	\$30,793,370.96



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ACCOUNT NUMBER: [REDACTED]
ROBINA FOUNDATION MANAGEMENT AGENCY

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This statement is for the period from
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ASSET DETAIL

Shares or Face Amount	Security Description	Market Value/ Price	Tax Cost/ Unit Cost	Unrealized Gain(Loss)/ Est Annual Inc	% of Total/ Estimated Curr Yield
Cash & Equivalents					
Cash/Money Market					
6,474,848.670	First Amer Prime Oblig Fund Cl Y	6,474,848.67 1.0000	6,474,848.67 1.00	0.00 0.00	21.0 0.00
Total Cash/Money Market		\$6,474,848.67	\$6,474,848.67	\$0.00 \$0.00	21.0
Cash					
	Principal Cash	- 2,047,086.69	- 2,047,086.69		- 6.6
	Income Cash	2,047,086.69	2,047,086.69		6.6
Total Cash		\$0.00	\$0.00	\$0.00 \$0.00	0.0
Total Cash & Equivalents		\$6,474,848.67	\$6,474,848.67	\$0.00 \$0.00	21.0
Taxable Bonds					
Corporate Issues					
600,000.000	Morgan Stanley Note 4.000 01/15/2010	600,438.00 100.0730	596,700.00 99.45	3,738.00 24,000.00	1.9 4.00
350,000.000	Wal Mart Stores 4.125 07/01/2010	356,861.00 101.9660	360,810.10 103.09	- 3,929.10 14,437.50	1.2 4.04
500,000.000	Amer Expr Centur 5.200 11/26/2010	517,290.00 103.4580	512,145.00 102.43	5,145.00 26,000.00	1.7 5.03
2,000,000.000	Morgan Stanley 2.900 12/01/2010	2,044,260.00 102.2130	2,052,960.00 102.65	- 8,700.00 58,000.00	6.6 2.84
2,000,000.000	Jpmorgan Chase 2.625 12/01/2010	2,039,320.00 101.9660	2,046,440.00 102.32	- 7,120.00 52,500.00	6.6 2.57



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ASSET DETAIL (continued)

Shares or Face Amount	Security Description	Market Value/ Price	Tax Cost/ Unit Cost	Unrealized Gain(Loss)/ Est Annual Inc	% of Total/ Estimated Curr Yield
2,000,000.000	Regions Bank 3.750 12/10/2010	2,043,160.00 102.1580	2,050,760.00 102.54	- 7,600.00 55,000.00	6.6 2.69
178,647.370	Nissan Auto Lease Tr 2 A B S Ser 2008 A CI A2A 4.270 12/15/2010	179,449.50 100.4490	178,710.17 100.04	739.33 7,628.24	0.6 4.25
2,000,000.000	Bank Of Amer Crp 1.700 12/23/2010	2,018,100.00 100.9050	2,026,740.00 101.34	- 8,640.00 34,000.00	6.6 1.68
10,633.840	Usaa Auto Owner Tr A B S Ser 2006 4 CI A3 5.010 06/15/2011	10,652.34 100.1740	10,620.55 99.88	31.79 532.76	0.0 5.00
22,056.080	Triad Automobile Receivables Tr A B S Ser 2006 B CI A3 5.410 08/12/2011	22,111.66 100.2520	22,014.73 99.81	96.93 1,193.23	0.1 5.40
50,214.040	Household Auto Trust A B S Ser 2006 3 CI A3 5.280 09/19/2011	50,513.32 100.5960	50,378.80 100.33	134.52 2,651.30	0.2 5.25
500,000.000	General Elec Cap Corp M T N Tranche # Tr 00669 4.375 11/21/2011	520,740.00 104.1480	518,275.00 103.66	2,465.00 21,875.00	1.7 4.20
51,593.930	Capital One Prime Auto Insurance Tr A B S Ser 2007 2 CI A3 4.890 01/17/2012	52,296.12 101.3610	51,777.33 100.36	518.79 2,522.94	0.2 4.82
500,000.000	Pfizer Inc 4.450 03/15/2012	528,825.00 105.7650	527,280.00 105.46	1,545.00 22,250.00	1.7 4.21
124,002.200	Harley Davidson Motorcycle A B S Ser 2007 1 CI A3 5.220 03/15/2012	124,783.41 100.6300	125,280.98 101.03	- 497.57 6,472.91	0.4 5.19
500,000.000	Helwett Packard Co 2.950 08/15/2012	510,230.00 102.0460	516,530.00 103.31	- 6,300.00 14,750.00	1.7 2.89
240,000.000	Bottling Group LLC Sr Nt 4.625 11/15/2012	257,275.20 107.1980	259,542.00 108.14	- 2,266.80 11,100.00	0.8 4.31



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ASSET DETAIL (continued)

Shares or Face Amount	Security Description	Market Value/ Price	Tax Cost/ Unit Cost	Unrealized Gain(Loss)/ Est Annual Inc	% of Total/ Estimated Curr Yield
495,000.000	Nucor Corp 5.000 12/01/2012	540,267.75 109.1450	533,356.95 107.75	6,910.80 24,750.00	1.8 4.58
350,000.000	Alabama Power Co Ser 07 D 4.850 12/15/2012	374,881.50 107.1090	379,424.50 108.41	- 4,543.00 16,975.00	1.2 4.53
500,000.000	John Deere Cap 4.950 12/17/2012	536,215.00 107.2430	538,420.00 107.68	- 2,205.00 24,750.00	1.7 4.62
375,000.000	Wells Fargo Co 4.375 01/31/2013	389,505.00 103.8680	383,296.00 102.21	6,209.00 16,406.25	1.3 4.21
375,000.000	Oracle Corp 4.950 04/15/2013	402,397.50 107.3060	405,041.25 108.01	- 2,643.75 18,562.50	1.3 4.61
350,000.000	Emerson Electric 4.500 05/01/2013	371,280.00 106.0800	374,195.50 106.91	- 2,915.50 15,750.00	1.2 4.24
400,000.000	IBM Corp 2.100 05/06/2013	399,200.00 99.8000	399,544.00 99.89	- 344.00 8,400.00	1.3 2.10
395,000.000	Conoco Phillips 4.400 05/15/2013	416,760.55 105.5090	417,760.30 105.76	- 999.75 17,380.00	1.4 4.17
350,000.000	Colgate Palmolive Co 4.200 05/15/2013	372,648.50 106.4710	369,551.00 105.59	3,097.50 14,700.00	1.2 3.94
500,000.000	Dupont Ei Nemour 5.000 07/15/2013	538,625.00 107.7250	536,880.00 107.38	1,745.00 25,000.00	1.7 4.64
600,000.000	Household Automotive Trust A B S Ser 2006 3 Cl A4 5.340 09/17/2013	621,228.00 103.5380	614,625.00 102.44	6,603.00 32,040.00	2.0 5.16
500,000.000	Goldman Sachs 5.250 10/15/2013	531,005.00 106.2010	531,260.00 106.25	- 255.00 26,250.00	1.7 4.94



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ASSET DETAIL (continued)

Shares or Face Amount	Security Description	Market Value/ Price	Tax Cost/ Unit Cost	Unrealized Gain(Loss)/ Est Annual Inc	% of Total/ Estimated Curr Yield
500,000.000	Berkshire Hathaway Fin Corp Sr Nt 4.625 10/15/2013	533,045.00 106.6090	527,755.00 105.55	5,290.00 23,125.00	1.7 4.34
400,000.000	Disney Walt Co 4.500 12/15/2013	424,900.00 106.2250	427,684.00 106.92	- 2,784.00 18,000.00	1.4 4.24
350,000.000	Novartis Capital 4.125 02/10/2014	367,913.00 105.1180	367,283.00 104.94	630.00 14,437.50	1.2 3.92
445,000.000	Unilever Capital Corp 3.650 02/15/2014	458,301.05 102.9890	459,618.25 103.29	- 1,317.20 16,242.50	1.5 3.54
490,000.000	Honeywell Intl 3.875 02/15/2014	510,491.80 104.1820	507,929.10 103.66	2,562.70 18,987.50	1.7 3.72
400,000.000	Eli Lilly Co 4.200 03/06/2014	419,588.00 104.8970	424,132.00 106.03	- 4,544.00 16,800.00	1.4 4.00
500,000.000	Coca Cola Co 3.625 03/15/2014	515,395.00 103.0790	513,285.00 102.66	2,110.00 18,125.00	1.7 3.52
400,000.000	United Parcel Services 3.875 04/01/2014	415,588.00 103.8970	420,596.00 105.15	- 5,008.00 15,500.00	1.3 3.73
370,000.000	Glaxosmithkline 4.375 04/15/2014	388,130.00 104.9000	392,658.20 106.12	- 4,528.20 16,187.50	1.3 4.17
366,000.000	Bellsouth Corp 5.200 09/15/2014	391,982.34 107.0990	396,002.10 108.20	- 4,019.76 19,032.00	1.3 4.85
350,000.000	Procter & Gamble 3.500 02/15/2015	358,053.50 102.3010	360,199.00 102.91	- 2,145.50 12,250.00	1.2 3.42
115,000.000	Merck & Co Inc 4.750 03/01/2015	123,304.15 107.2210	122,962.60 106.92	341.55 5,462.50	0.4 4.43



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ASSET DETAIL (continued)

Shares or Face Amount	Security Description	Market Value/ Price	Tax Cost/ Unit Cost	Unrealized Gain(Loss)/ Est Annual Inc	% of Total/ Estimated Curr Yield
100,000.000	Prcoter & Gamble Co 3.150 09/01/2015	100,840.00 100.8400	100,086.00 100.09	754.00 3,150.00	0.3 3.12
350,000.000	Praxair Inc 3.250 09/15/2015	349,149.50 99.7570	349,636.00 99.90	- 486.50 11,375.00	1.1 3.26
Total Corporate Issues		\$22,727,020.69	\$22,760,145.41	- \$33,124.72 \$804,552.13	73.8
Foreign Issues					
215,000.000	Ontario Province 3.500 07/15/2013	221,953.10 103.2340	225,126.50 104.71	- 3,173.40 7,525.00	0.7 3.39
150,000.000	Ontario Province 4.100 06/16/2014	156,541.50 104.3610	154,969.75 103.31	1,571.75 6,150.00	0.5 3.93
700,000.000	Bp Capital Plc 3.875 03/10/2015	719,187.00 102.7410	718,819.50 102.69	367.50 27,125.00	2.3 3.77
500,000.000	Total Capital Sa 3.125 10/02/2015	493,820.00 98.7640	499,240.00 99.85	- 5,420.00 15,625.00	1.6 3.16
Total Foreign Issues		\$1,591,501.60	\$1,598,155.75	- \$6,654.15 \$56,425.00	5.2
Total Taxable Bonds		\$24,318,522.29	\$24,358,301.16	- \$39,778.87 \$860,977.13	79.0
Total Assets		\$30,793,370.96	\$30,833,149.83	- \$39,778.87 \$860,977.13	100.0
Estimated Current Yield					2.79



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ASSET DETAIL MESSAGES

Time of trade execution and trading party (if not disclosed) will be provided upon request.

Publicly traded assets are valued in accordance with market quotations or valuation methodologies from financial industry services believed by us to be reliable. Assets that are not publicly traded may be reflected at values from other external sources. Assets for which a current value is not available may be reflected at a previous value or as not valued, at par value, or at a nominal value. Values shown do not necessarily reflect prices at which assets could be bought or sold. Values are updated based on internal policy and may be updated less frequently than statement generation.



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TRANSACTION DETAIL

Date Posted	Description	Income Cash	Principal Cash	Tax Cost
	Beginning Balance 12/01/2009	\$1,897,083.53	- \$1,897,083.53	\$30,690,779.93
12/01/09	Cash Receipt Recd From U.S. Bank DDA Xxxx8710 Received In Account Via ACH Due 12/12/86 Deposit By Donor For Grant To Allina Health System		2,373,233.00	
12/01/09	Cash Disbursement Paid To Alinna Health Systems Outgoing Domestic Wire Grant For Care Guides In The Primary Care Office		- 2,373,233.00	
12/01/09	Interest Earned On Jpmorgan Chase 2.625% 12/01/10 0.013125 USD/\$1 Pv On 2,000,000 Par Value Due 12/1/09	26,250.00		
12/01/09	Interest Earned On Morgan Stanley 2.900% 12/01/10 0.0145 USD/\$1 Pv On 2,000,000 Par Value Due 12/1/09	29,000.00		
12/01/09	Interest Earned On Nucor Corp 5.000% 12/01/12 0.025 USD/\$1 Pv On 495,000 Par Value Due 12/1/09	12,375.00		
12/10/09	Interest Earned On Regions Bank 2.750% 12/10/10 0.01375 USD/\$1 Pv On 2,000,000 Par Value Due 12/10/09	27,500.00		
12/15/09	Interest Earned On Triad Automobile Rec 5.410% 8/12/11 \$.00451/Pv On 33,714.72 Pv Due 12/12/09	152.00		
12/15/09	Paid Down 11,658.64 Par Value Of Triad Automobile Rec 5.410% 8/12/11 Trade Date 12/12/09		11,658.64	- 11,636.78
12/15/09	Interest Earned On Capital One Prime 4.890% 1/15/12 \$.00408/Pv On 57,537.66 Pv Due 12/15/09	234.47		
12/15/09	Paid Down 5,943.73 Par Value Of Capital One Prime 4.890% 1/15/12 Trade Date 12/15/09		5,943.73	- 5,964.86
12/15/09	Interest Earned On Harley Davidson 5.220% 3/15/12 \$.00435/Pv On 158,583.42 Pv Due 12/15/09	689.84		
12/15/09	Paid Down 34,581.22 Par Value Of Harley Davidson 5.220% 3/15/12 Trade Date 12/15/09		34,581.22	- 34,937.84
12/15/09	Interest Earned On Nissan Auto Lease Tr 4.270% 12/15/10 \$.00356/Pv On 221,456.08 Pv Due 12/15/09	788.01		
12/15/09	Paid Down 42,808.71 Par Value Of Nissan Auto Lease Tr 4.270% 12/15/10 Trade Date 12/15/09		42,808.71	- 42,823.76



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TRANSACTION DETAIL (continued)

Date Posted	Description	Income Cash	Principal Cash	Tax Cost
12/15/09	Interest Earned On Usaa Auto Owner Tr 5.010% 6/15/11 \$0.00418/Pv On 28,467.66 Pv Due 12/15/09	118.85		
12/15/09	Paid Down 17,833.82 Par Value Of Usaa Auto Owner Tr 5.010% 6/15/11 Trade Date 12/15/09		17,833.82	- 17,811.53
12/15/09	Interest Earned On Alabama Power Co 4.850% 12/15/12 0.02425 USD/\$1 Pv On 350,000 Par Value Due 12/15/09	8,487.50		
12/15/09	Interest Earned On Disney Walt Co 4.500% 12/15/13 0.0225 USD/\$1 Pv On 400,000 Par Value Due 12/15/09	9,000.00		
12/16/09	Interest Earned On Ontario Province 4.100% 6/16/14 0.0205 USD/\$1 Pv On 150,000 Par Value Due 12/16/09	3,075.00		
12/17/09	Interest Earned On Household Auto Trust 5.280% 9/17/11 \$0.00440/Pv On 65,339.18 Pv Due 12/17/09	287.49		
12/17/09	Paid Down 15,125.14 Par Value Of Household Auto Trust 5.280% 9/17/11 Trade Date 12/17/09		15,125.14	- 15,174.77
12/17/09	Interest Earned On Household Auto Tr 5.340% 9/17/13 \$0.00445/Pv On 600,000.00 Pv Due 12/17/09	2,670.00		
12/17/09	Interest Earned On John Deere Cap 4.950% 12/17/12 0.02475 USD/\$1 Pv On 500,000 Par Value Due 12/17/09	12,375.00		
12/21/09	Trust Fees Collected Charged For Period 11/01/2009 Thru 11/30/2009		- 7,234.98	
12/23/09	Interest Earned On Bank Of Amer Crp 1.700% 12/23/10 0.0085 USD/\$1 Pv On 2,000,000 Par Value Due 12/23/09	17,000.00		
	Combined Purchases For The Period 12/ 1/09 - 12/31/09 Of First Amer Prime Oblig Fund Cl Y		- 277,954.42	277,954.42
	Combined Sales For The Period 12/ 1/09 - 12/31/09 Of First Amer Prime Oblig Fund Cl Y		7,234.98	- 7,234.98
Ending Balance 12/31/2009		\$2,047,086.69	- \$2,047,086.69	\$30,833,149.83



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ACCOUNT NUMBER: [REDACTED]
ROBINA FOUNDATION MANAGEMENT AGENCY

This statement is for the period from
December 1, 2009 to December 31, 2009

SALE/MATURITY SUMMARY

Date Posted	Description	Tax Cost	Proceeds	Estimated Gain/Loss
Taxable Bonds				
	Capital One Prime Auto Insurance Tr A B S Ser 2007 2 CI A3 4.890 01/17/2012 COP5112			
12/15/09	Paid Down 5,943.73 Par Value Trade Date 12/15/09	- 5,964.86	5,943.73	- 21.13
	Harley Davidson Motorcycle A B S Ser 2007 1 CI A3 5.220 03/15/2012			
12/15/09	Paid Down 34,581.22 Par Value Trade Date 12/15/09	- 34,937.84	34,581.22	- 356.62
	Household Auto Trust A B S Ser 2006 3 CI A3 5.280 09/19/2011 HAT5211			
12/17/09	Paid Down 15,125.14 Par Value Trade Date 12/17/09	- 15,174.77	15,125.14	- 49.63
	Nissan Auto Lease Tr 2 A B S Ser 2008 A CI A2A 4.270 12/15/2010			
12/15/09	Paid Down 42,808.71 Par Value Trade Date 12/15/09	- 42,823.76	42,808.71	- 15.05
	Triad Automobile Receivables Tr A B S Ser 2006 B CI A3 5.410 08/12/2011 TAR5411			
12/15/09	Paid Down 11,658.64 Par Value Trade Date 12/12/09	- 11,636.78	11,658.64	21.86
	Usaa Auto Owner Tr A B S Ser 2006 4 CI A3 5.010 06/15/2011			
12/15/09	Paid Down 17,833.82 Par Value Trade Date 12/15/09	- 17,811.53	17,833.82	22.29
Total Taxable Bonds		- \$128,349.54	\$127,951.26	- \$398.28
Total Sales & Maturities		- \$128,349.54	\$127,951.26	- \$398.28



ACCOUNT NUMBER: [REDACTED]
ROBINA FOUNDATION MANAGEMENT AGENCY

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This statement is for the period from
December 1, 2009 to December 31, 2009

SALE/MATURITY SUMMARY MESSAGES

Estimated Year-To-Date Short-Term Gain (Loss): (\$69,834.74)

Estimated Year-To-Date Long-Term Gain (Loss): (\$37,247.54)

Estimates should not be used for tax purposes

Mutual Fund Compensation Disclosure

U.S. Bancorp, or its affiliates, (hereafter "U.S. Bank") have entered and will, from time to time, enter into agreements with mutual funds and/or their sponsors, service providers and affiliates (collectively "Funds") whereby U.S. Bank receives fees as compensation for performing shareholder and administrative support services and other services to clients and the Funds if client assets are invested in Funds under the agreements. The compensation we receive does not increase the fees paid by any account beyond the fees paid under the current account fee schedule and the fees described in the prospectuses of the Funds. This Disclosure describes the compensation Funds have agreed to pay to U.S. Bank for services it performs. This Disclosure is not intended, nor should it be considered, as investment advice.

COMPENSATION SCHEDULE

Under agreements with the Fund Families, U.S. Bank receives a maximum annual percentage compensation (based on a percentage of average daily net assets) for investment advisory, administrative and other services rendered to the following mutual funds and our clients. As described in the prospectuses, U.S. Bank may voluntarily waive a portion of the Total Annual Fund Operating Expenses it is entitled to receive for providing services to the First American Funds. Total Annual Fund Operating Expenses equal the Advisory Fees and Other Fees & Expenses stated before any waivers. Net Fees & Expenses below are stated after any waivers and expenses paid to third parties. Fee waivers may be terminated at any time, as described in the prospectuses. Other Fees & Expenses may vary slightly based on charges for services rendered, but the basis for calculating these amounts does not change. U.S. Bank may also receive fees from the Funds for securities lending services; these fees are not included here but are addressed in the prospectuses. If you have investment in these Funds, you authorize the fees paid by the Funds and received by U.S. Bank up to the Total Annual Fund Operating Expenses disclosed in the prospectuses.

Proprietary Fund Name	Advisory Fees	Other Fees & Expenses			Net Fees & Expenses Received by U.S. Bank		
FIRST AMERICAN FUNDS	Class Y/A	Class Z	Class Y	Class A	Class Z	Class Y	Class A
Arizona Tax Free	0.50%		1.04%	1.29%		0.53%	0.78%
California Tax Free	0.50%		0.53%	0.77%		0.50%	0.65%
Colorado Tax Free	0.50%		0.70%	0.95%		0.50%	0.75%
Core Bond	0.50%		0.27%	0.52%		0.70%	0.95%
Equity Income	0.65%		0.27%	0.52%		0.92%	1.17%
Equity Index	0.25%		0.28%	0.53%		0.37%	0.62%
Global Infrastructure	0.90%		3.01%	3.27%		1.00%	1.26%
Government Obligations	0.10%	0.14%	0.40%	0.69%	0.24%	0.50%	0.79%
High Income Bond	0.70%		0.47%	0.72%		0.91%	1.16%
Inflation Protected Securities	0.50%		0.35%	0.60%		0.60%	0.85%
Intermediate Government Bond	0.50%		0.41%	0.66%		0.61%	0.76%
Intermediate Term Bond	0.50%		0.27%	0.52%		0.71%	0.86%
Intermediate Tax Free	0.50%		0.27%	0.52%		0.70%	0.75%
International	1.00%		0.29%	0.54%		1.24%	1.49%
International Select	1.00%		0.48%	0.73%		1.27%	1.52%
Large Cap Growth Opportunities	0.65%		0.30%	0.55%		0.95%	1.20%
Large Cap Select	0.65%		0.31%	0.56%		0.96%	1.21%
Large Cap Value	0.65%		0.29%	0.54%		0.94%	1.19%
Mid Cap Growth Opportunities	0.70%		0.27%	0.52%		0.97%	1.22%
Mid Cap Index	0.25%		0.35%	0.60%		0.50%	0.75%
Mid Cap Select	0.70%		0.65%	0.90%		1.16%	1.41%
Mid Cap Value	0.70%		0.29%	0.53%		0.99%	1.23%
Minnesota Intermediate Tax Free	0.50%		0.33%	0.58%		0.71%	0.76%
Minnesota Tax Free	0.50%		0.37%	0.60%		0.71%	0.86%
Missouri Tax Free	0.50%		0.37%	0.60%		0.70%	0.85%
Nebraska Tax Free	0.50%		0.76%	1.01%		0.51%	0.76%
Ohio Tax Free	0.50%		0.65%	0.90%		0.51%	0.76%
Oregon Intermediate Tax Free	0.50%		0.37%	0.62%		0.70%	0.85%
Prime Obligations	0.10%	0.16%	0.41%	0.71%	0.26%	0.51%	0.81%
Quantitative Large Cap Core	0.30%		0.64%	0.89%		0.46%	0.71%
Quantitative Large Cap Growth	0.30%		2.35%	2.60%		0.45%	0.70%
Quantitative Large Cap Value	0.30%		3.24%	3.49%		0.45%	0.70%
Real Estate Securities	0.70%		0.30%	0.55%		1.00%	1.25%
Short Term Bond	0.50%		0.32%	0.57%		0.60%	0.75%
Short Tax Free	0.50%		0.37%	0.62%		0.61%	0.76%
Small Cap Growth Opportunities	1.00%		0.39%	0.63%		1.22%	1.46%
Small Cap Index	0.40%		0.70%	0.95%		0.61%	0.86%
Small Cap Select	0.70%		0.32%	0.57%		1.02%	1.27%
Small Cap Value	0.70%		0.39%	0.64%		1.09%	1.34%
Strategy Aggressive Growth Allocation	0.10%		1.22%	1.47%		1.04%	1.29%
Strategy Growth Allocation	0.10%		1.13%	1.38%		1.01%	1.26%
Strategy Balanced Allocation	0.10%		0.96%	1.21%		0.98%	1.23%
Strategy Conservative Allocation	0.10%		1.20%	1.45%		0.91%	1.16%
Tax Free	0.50%		0.30%	0.55%		0.71%	0.76%
Tax Free Obligations	0.10%	0.18%	0.43%	0.73%	0.28%	0.53%	0.83%
Total Return Bond	0.60%		0.29%	0.54%		0.76%	0.90%
Treasury Obligations	0.10%	0.14%	0.39%	0.69%	0.24%	0.49%	0.79%
U.S. Government Mortgage	0.50%		0.49%	0.74%		0.71%	0.96%
U.S. Treasury Money Market	0.10%	0.16%	0.41%	0.68%	0.26%	0.51%	0.78%

U.S. Bank receives management, administration, shareholder service and/or miscellaneous fees of up to 0.35% and may receive product support materials from the following Funds. These fees do not increase the fees or expenses described in the fund prospectuses. Load fees described in fund prospectuses are waived. See fund prospectuses for a complete description of management, custody and other fees associated with the funds. U.S. Bank may also be affiliated with certain of these Funds under the Investment Company Act of 1940.

Fund Name	
American Century Capital Value – Investor Class	Fidelity Government Portfolio – Class I
American Century Equity Income – Investor Class	Fidelity Prime Money Market Portfolio – Class I, II
American Century International Bond – Investor Class	Fidelity Tax-Exempt Portfolio – Class I
American Century New Opportunities II – Investor Class	Fidelity Treasury Only Portfolio – Class I
American Century Real Estate – Investor Class	Fidelity Treasury Portfolio – Class I, II, III
American Century Small Cap Value – Investor Class	Laudus International MarketMasters – Investor Shares
American Century Ultra – Investor Class	Laudus Rosenberg International Small Capitalization – Investor Shares
American Century Vista – Investor Class	T Rowe Price Equity Income – Advisor Class
BlackRock Basic Value – Class A	T Rowe Price Growth Stock – Advisor Class
BlackRock Fundamental Growth – Class A	T Rowe Price International Bond – Advisor Class
BlackRock Value Opportunities – Class A	T Rowe Price International Growth and Income – Advisor Class
Eaton Vance Large Cap Value – Class A	T Rowe Price International Stock – Advisor Class
Eaton Vance Tax Managed Growth 1.2 – Class A	T Rowe Price Mid Growth – Advisor Class
Federated California Municipal Cash Trust	T Rowe Price Mid Value – Advisor Class
Federated Minnesota Municipal Cash Trust – Institutional Shares	T Rowe Price Real Estate – Advisor Class
Federated Ohio Municipal Cash Trust – Institutional Shares	T Rowe Price Small Stock – Advisor Class
Fidelity Advisor Diversified International – Class A	T Rowe Price Small Value – Advisor Class
Fidelity Advisor International Discovery – Class A	T Rowe Price Value – Advisor Class
Fidelity Advisor Mid Cap – Class A	

OTHER NON-PROPRIETARY FUNDS

U.S. Bank has or may enter into agreements with other non-proprietary Funds or their service providers (including advisers, administrators, transfer agents and underwriters) whereby U.S. Bank provides shareholder service, sub-transfer agency, custodial and other administrative support services and receives fees for the services, including SEC Rule 12b-1 fees. Generally, fee rates received by U.S. Bank directly or indirectly from the Funds may vary and are based on the value of the account's investment in the Fund. U.S. Bank may receive fees up to 0.75%, though more generally fees range from 0.17% to 0.25%, of the invested amount. In particular, U.S. Bank has entered into an agreement with National Financial Services LLC ("NFS") which provides brokerage and transaction processing services in connection with certain Funds. Under the agreement, U.S. Bank provides services to the Funds held in U.S. Bank accounts and NFS compensates U.S. Bank at a rate ranging from 0.14% to 0.19% based on the market value of assets invested in the Funds. Fees received by U.S. Bank from these Funds or through NFS do not increase the Fund fees and expenses the account pays as a shareholder as described in the Fund's prospectus. In addition, Quasar Distributors LLC and U.S. Bancorp Fund Services, Inc. provide administration, transfer agency, distribution, and other services to certain non-proprietary Funds and receive fees for those services which in the aggregate range from 0.005% to 0.30% of net assets of the Funds. These fees do not increase operating expenses as described in the Fund's prospectus. For more information, including whether U.S. Bank or U.S. Bancorp Fund Services, Inc. receives fees from any particular Fund, please review the Fund's prospectus or contact your Relationship Manager.

NOT A DEPOSIT	NOT FDIC INSURED	MAY LOSE VALUE	NOT BANK GUARANTEED
NOT INSURED BY ANY FEDERAL GOVERNMENT AGENCY			

If investing in mutual funds, each fund's investment objectives, risks, charges, and expenses must be considered carefully before investing. The prospectus contains this and other important information. Please contact the fund or your Trust Relationship Manager for a copy. Read the prospectus carefully before investing.

Mutual fund investing involves risk; principal loss is possible. Investing in certain funds involves special risks, such as those related to investments in small- and mid-capitalization stocks, foreign, debt, and high-yield securities, and funds that focus their investments in a particular industry. Please refer to the fund prospectuses for details pertaining to these risks.

An investment in money market funds is not insured or guaranteed by the Federal Deposit Insurance Corporation or any other government agency. Although these funds seek to preserve the value of your investment at \$1.00 per share, it is possible to lose money by investing in these funds.

The foregoing table identifies only percentage compensation earned by U.S. Bank for services rendered to the above funds and our clients. U.S. Bank may also receive supplemental payments and product support materials from the Fund Families. The funds listed and compensation information contained in this Compensation Schedule are subject to change from time to time. The above compensation information should be read in conjunction with the prospectus for total fund fees.

In the ordinary course of its business, U.S. Bank may have or may enter into additional banking, investment management or other commercial relationships with any one or more of the mutual funds and/or their sponsors, service providers and affiliates.

FAF Advisors, Inc. is a registered investment advisor and subsidiary of U.S. Bank National Association. FAF Advisors serves as investment advisor to First American Funds. First American Funds are distributed by Quasar Distributors, LLC, an affiliate of the investment advisor. U.S. Bank is not responsible for and does not guarantee the products, services or performance of its affiliates and other third party providers.

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

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

602804 F001 3700 10Z 1/3 ----- 1234
DR. GORDON AAMOTH
PRESIDENT
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	12/31/2009 NAV	Ending Market Value	Average Cost Basis
TIFF MULTI-ASSET FUND	\$8,070,355.46	\$0.00	(\$0.00)	\$190,390.40	568,722.498	\$14.39	\$8,183,916.75	\$9,649,493.75
Account Total	\$8,070,355.46	\$0.00	(\$0.00)	\$190,390.40			\$8,183,916.75	

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

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

Numbers may not add to totals due to rounding.

Account Summary - YTD

Fund Name	Purchases	Redemptions	Distributions	Dividend Option	Cap Gain Option	Account Inception
TIFF MULTI-ASSET FUND	\$0.00	(\$0.00)	\$334,134.68	Reinvest	Reinvest	05/22/2007
Account Total	\$0.00	(\$0.00)	\$334,134.68			

[REDACTED] ROBINA FOUNDATION



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Transaction History - YTD

Trade Date	Transaction Type	Gross Amount	Net Amount	Transaction NAV	Transaction Shares	Share Balance
TIFF MULTI-ASSET FUND						
BEGINNING BALANCE						
03/31/2009	Return of Capital - Reinvested (\$0.130000 per share)	\$70,629.07	\$70,629.07	\$10.72	6,588.533	543,300.556
06/30/2009	Income Dividend - Reinvested (\$0.072615 per share)	\$39,930.20	\$39,930.20	\$12.50	3,194.416	549,889.089
09/30/2009	Income Dividend - Reinvested (\$0.060000 per share)	\$33,185.01	\$33,185.01	\$14.16	2,343.574	553,083.505
12/16/2009	Income Dividend - Reinvested (\$0.342782 per share)	\$190,390.40	\$190,390.40	\$14.32	13,295.419	555,427.079
						568,722.498

ROBINA FOUNDATION



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Performance data quoted represent past performance; past performance does not guarantee future results. The investment return and principal value of an investment will fluctuate so that an investor's shares, when redeemed, may be worth more or less than their original cost. During some periods, total return for each fund other than the TIFF Multi-Asset Fund would have been lower had certain expenses not been waived or reimbursed. Current performance of a fund may be lower or higher than the performance quoted.

Total return assumes the reinvestment of dividends. Since inception member specific returns can be found in the secured content portion of the TIFF website under the account monitor section. If you need to obtain an access code and password, please contact TIFF's member services team at memberservices@tiff.org. Please note that passive indices such as those comprising the benchmarks against which the funds' net returns are compared do not incur expenses. Moreover, one cannot invest directly in an index. Annualized expense ratios are provided below.

Mutual fund investing involves risk. Principal loss is possible.

Quasar Distributors, LLC, distributor. January 2010.

The fund returns in the Fund Summary do not reflect the deduction of the entry and exit fees currently levied by certain of the funds on member purchases and redemptions. The entry and exit fees are paid to the funds themselves rather than to any vendors employed by them, TIFF Advisory Services not excepted. Were such fees to be deducted from the performance of the TIFF funds that levy them, these funds' reported performance would be reduced, as it has been in the Standard Fund Performance table below, which reflects the deduction of such fees. Returns "After Entry and Exit Fees" reflect the deduction of the entry and exit fees currently levied on member purchases and redemptions. Returns "Before Entry and Exit Fees" do not. These deductions assume a single purchase at the start of each reporting period and a single redemption at its end, with no intra-period member transactions.

TIFF Multi-Asset Fund charges entry fees on purchases and exit fees on redemptions in the amount of 0.50%. The current month's return for CPI + 5% per annum is estimated.

Fund Summary - Performance through 12/31/2009

Fund Name	Monthly Return	Year-to-Date Return	Annualized Total Returns				Inception Return	Inception Date
			1 year Return	3 Year Return	5 Year Return	10 Year Return		
TIFF MULTI-ASSET FUND	1.41%	28.75%	28.75%	2.66%	7.09%	6.60%	8.23%	03/31/1995
CPI + 5% PER ANNUM	0.41%	8.04%	8.04%	7.45%	7.72%	7.66%	7.56%	
CONSTRUCTED INDEX	1.49%	27.32%	27.32%	0.34%	5.16%	4.73%	7.73%	

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Standard Fund Performance through quarter ending 12/31/2009

Fund Name	Annualized Total Returns					Inception Date
	1 Year Return	3 Year Return	5 Year Return	10 Year Return	Inception Return	
TIFF MULTI-ASSET FUND						03/31/1995
BEFORE ENTRY AND EXIT FEES OF 0.50%	28.75%	2.66%	7.09%	6.60%	8.23%	
AFTER ENTRY AND EXIT FEES OF 0.50%	27.45%	2.32%	6.88%	6.49%	8.16%	
CPI + 5% PER ANNUM	8.04%	7.45%	7.72%	7.66%	7.56%	
CONSTRUCTED INDEX	27.32%	0.34%	5.16%	4.73%	7.73%	

Annualized Expense Ratios (%)

Fund Name	CY 2008 with CIVs	CY 2008 without CIVs
TIFF MULTI-ASSET FUND	1.25%	0.60%

Expense ratios reflect the fund expenses for the year ended December 31, 2008. The expenses either include or exclude, as indicated, the approximate fees and expenses indirectly incurred by the fund as a result of the fund's investments in commingled investment vehicles (CIVs). The expense ratios are expected to vary over time.

The expense ratio for MAF has been restated here and in the prospectus to show an estimate of what the fund's expenses would have been in 2008 had certain Money Manager Agreements approved by TIP's board at its June and September 2009 meetings been in effect during 2008.

ROBINA FOUNDATION

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Description of Performance Benchmarks

Constructed Index (CI)

TIFF Advisory Services, Inc. (TAS), MAF's investment advisor, believes that MAF's primary benchmark, CPI plus 5% per annum, is an appropriate long-term performance benchmark for MAF but may not be meaningful over shorter time periods, especially those in which markets are highly volatile. Accordingly, at MAF's inception on March 31, 1995, TAS staff, in consultation with the boards of directors of TAS and TIFF Investment Program, Inc. (TIP), created the CI as a further means of assessing MAF's performance. TAS believes that the CI is a relevant performance benchmark for both short- and long-term periods.

The CI (a/k/a policy portfolio) is a blended index composed of asset segments, weighted according to policy norms, with each asset segment assigned a passive market index that TAS believes is an appropriate benchmark for such segment. The TAS and TIP boards view the CI, in general, as an appropriate long-term asset mix for non-profit organizations that seek to maintain the inflation-adjusted value of their assets while distributing 5% of these assets annually. Moreover, the CI is intended to help such organizations better assess MAF's performance by providing a comparison of the active strategies pursued by TAS and underlying managers versus the returns of passive market indices. In TAS's view, the CI also helps convey to MAF investors a sense of the general asset segment risks to which their capital might be subject.

TAS has changed the composition of the CI over time, including changes to the CI's policy norms (or weights), asset segments, and benchmarks. TAS's ongoing review of the CI may cause TAS to make additional changes to any or all of its components in the future. TAS may change the CI for various reasons, including but not limited to the emergence of a new asset segment or the alteration of the fundamental characteristics of an existing asset segment. Such changes are made only after careful study and consultation with the TAS and TIP boards.

The current CI, which took effect July 1, 2009, is comprised of the following asset segments, weights, and benchmarks:

Asset Segment	Weight	Benchmark
Total Return Assets		
Global Stocks	58%	Blended index comprising MSCI World Index (W) and MSCI Emerging Markets Index (EM), weighted as follows: EM weight is 1.5 times the percentage weight of emerging markets in the MSCI All Country World Index; W weight is 100% minus EM weight.
High Yield Bonds	7%	Barclays Capital High Yield 2% Issuer Capped Bond Index
Inflation Hedges		
Commodities	5%	Dow Jones-UBS Commodity Index Total Return
REITs	5%	MSCI US REIT Index
All-Purpose Hedges		
Inflation-Linked Bonds	20%	Barclays Capital US Government Inflation-Linked Bond Index
Cash Equivalents	5%	Merrill Lynch US 6-Month Treasury Bill Index

Weightings are rebalanced by TAS at each quarter-end, and the actual segment weights in MAF tend to vary over time.

Performance of the Multi-Asset Fund Constructed Index (CI) generated after June 30, 2009, is reduced by 20 basis points (a basis point is 0.01%) per annum, prorated monthly. This reduction reflects an estimate of the costs of investing in the CI's segments through index funds or other instruments and is designed to facilitate a comparison of passive investment strategies to active portfolio management. (One cannot invest directly in an index, and unmanaged indices do not incur fees and expenses.) The reported performance of the Constructed Index would increase in the absence of a 20 basis point reduction. Please see TIFF's website for "Asset Allocation Guidelines Over Time" for the composition of and historical changes in the CI. Historical performance for the CI is not adjusted when the composition of the CI changes. Therefore, past performance reflects the allocations, segment weights, and benchmarks that were in place at the time the performance was generated.



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Description of Performance Benchmarks (continued)

Common Stock Indices

MSCI All Country World Index. The MSCI All Country World Index is a free float-adjusted market capitalization-weighted index that is designed to measure the equity market performance of developed and emerging markets. Unlike certain other broad-based indices, the number of stocks included in the MSCI All Country World Index is not fixed and may vary to enable the index to continue to reflect the primary home markets of the constituent countries.

MSCI All Country World Index ex US. Similar to the MSCI All Country World Index, the MSCI All Country World Index ex US is a free float-adjusted market capitalization-weighted index that is designed to measure the equity market performance of developed and emerging markets excluding the United States. When reporting performance of this index, MSCI All Country World Index ex US returns include reinvested dividends, gross of foreign withholding taxes through December 31, 2000, and net of foreign withholding taxes thereafter.

MSCI Emerging Markets Index. The MSCI Emerging Markets Index is a free-float adjusted market capitalization index that is designed to measure equity market performance of emerging markets. MSCI Emerging Markets Index returns include reinvested dividends, net of foreign withholding taxes.

MSCI World Index. The MSCI World Index is a free float-adjusted market capitalization-weighted index that is designed to measure the equity market performance of developed markets. MSCI World Index returns include reinvested dividends, net of foreign withholding taxes.

Wilshire 5000 Total Market Index. The Wilshire 5000 Total Market Index is a capitalization-weighted index which consists of equity securities with readily available price data that trade on a regular basis on either the New York or American Stock Exchanges or on the NASDAQ OTC market. The stocks in this index include the large-capitalization stocks as well as the medium- and small-capitalization companies.

Bond Indices

Barclays Capital High Yield 2% Issuer Capped Bond Index. The Barclays Capital High Yield 2% Issuer Capped Bond Index covers the US dollar-denominated, non-investment grade, fixed-rate, taxable corporate bond market. To be eligible for this index, bonds must also have at least one year to maturity and at least \$150 million outstanding. This index limits issuer exposures to 2% of the total market value of the index, and any excess market value is redistributed to the issuers below the cap on a pro rata basis. The index is rebalanced monthly.

Barclays Capital US Government Inflation-Linked Bond Index. The Barclays Capital US Government Inflation-Linked Bond Index measures the performance of the US Treasury Inflation Protected Securities ("TIPS") market. The index includes TIPS with one or more years to maturity on the index rebalancing date (the last calendar day of each month) and total outstanding issue size of \$500 million or more. Bonds must be capital-indexed and linked to an eligible inflation index. The bonds are denominated in US dollars and pay coupon and principal in US dollars. The notional coupon of a bond must be fixed or zero and the bond must settle on or before the monthly rebalancing date.

Real Estate Indices

MSCI US REIT Index. The MSCI US REIT Index is a free-float adjusted market capitalization-weighted index comprising investable equity real estate investment trusts (REITs), other than certain specialty equity REITs, and is designed to be a measure of US real estate equity market performance. MSCI US REIT Index performance returns include reinvested dividends.

Short-Term Indices

Merrill Lynch US 6-Month Treasury Bill Index. The Merrill Lynch US 6-Month Treasury Bill Index comprises a single issue purchased at the beginning of the month and held for a full month. At the end of the month, that issue is sold and rolled into a newly selected issue. The issue selected at each month-end rebalancing is the outstanding Treasury Bill that matures closest to, but not beyond, six months from the rebalancing date. To qualify for selection, an issue must have settled on or before the month-end rebalancing date. While the index will often hold the Treasury Bill issued at the most recent or prior 6-month auction, it is also possible for a seasoned 6-month or 1-year Bill to be selected.

Commodity Indices

Dow Jones-UBS Commodity Index Total Return. The Dow Jones-UBS Commodity Index Total Return comprises futures contracts on 19 exchange-traded physical commodities. The index reflects the return on fully collateralized futures positions. Futures contracts are rolled prior to maturity. The index's composition is based on contract liquidity and dollar-adjusted historical commodity production volumes adjusted as needed to limit exposure to any single commodity at an annual rebalancing date to a minimum of 2%. Moreover, no commodity sector (e.g., energy, precious metals, livestock or grains) may contribute more than one-third of the index's weight at annual rebalancing dates.

Other Benchmarks

Consumer Price Index + 5% per annum. The Consumer Price Index-All Urban Consumers (CPI-U) is a widely recognized measure of US inflation, representing changes in the prices paid by consumers for a representative basket of goods and services.

One cannot invest directly in an index, and unmanaged indices do not incur fees and expenses.

Nancy Gilberg

From: Anne M Ledwein (CBIZ MHM - Minneapolis) [aledwein@CBIZ.com]
Sent: Thursday, January 14, 2010 6:15 PM
To: ngilberg@robinafoundation.org
Cc: Lisa A Swanstrom (CBIZ MHM - Minneapolis); Malcolm W McDermid (CBIZ MHM - Minneapolis)
Subject: Robina Foundation - Budgeted excise tax for 2010
Attachments: budgeted excise tax.xls

Nancy,

I recommend using \$6,750 as the 2010 budgeted amount for excise taxes.

In order to determine the budgeted excise tax for 2010, the first step is to determine if the 1% rate or the 2% rate is appropriate.

It has been determined that the 1% rate is appropriate based on the attached worksheet. The worksheet assumes average fair market value of assets for 2010 to be \$41,000,000 (we won't know this number until January 2011). In addition it assumes that the average fair market value of assets for 2009 was about \$35,000,000 (low estimate). Based on those assumptions, the foundation would need to distribute about \$6,500,000 in order to qualify for the reduced 1% rate. The foundation is scheduled to distribute about \$8,200,000 (this does not include the administrative expenses that are deemed to be charitable distributions).

The next step is to estimate the amount of investment income.

The 2009 interest income amounted to about \$680,000. There were net capital losses during 2009. Net capital losses are not counted when calculating net investment income (but net capital gains are). For 2010 the \$700,000 will be used as an estimate. Investment fees for 2009 were about \$26,500, for budget purposes we will use \$25,000. This results in a budgeted net investment income of \$675,000. 1% of that amount is \$6,750.

Let me know if you would like to further discuss or have any additional questions.

Anne Ledwein

Director, CBIZ MHM

&

Shareholder, Mayer Hoffman McCann P.C., An Independent CPA Firm

222 S. 9th Street, Suite 1000

Minneapolis, MN 55402

Phone: (612) 376-1265

Direct Fax: (612) 677-7025

aledwein@cbiz.com

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Budgeted Excise Tax Info from Anne Ledwein (CBIZ) - January 2010

	Qualifying Distributions	Noncharitable-Use Assets		Distribution Ratio
2009	\$ 8,081,934.00	\$ 35,000,000.00	Estimate	0.230912400000
2008	\$ 6,978,507.00	\$ 32,030,611.00		0.217869930736
2007	\$ 4,504,764.00	\$ 17,155,533.00		0.262583739019
2006	\$ 296,594.00	\$ 9,766,827.00		0.030367487824
2005	\$ 485,604.00	\$ 9,880,337.00		0.049148526007
Total				<u>79.0882083585310%</u>
Average Distribution Ratio				<u>0.158176417</u>
Noncharitable-use assets for 2010 (Estimate)			\$	41,000,000.00
Distributions required to qualify for the 1% rate (average Distribution ratio X Noncharitable-use Assets)			\$	<u>6,485,233.09</u>
budgeted distributions				8,203,000.00

PROPOSED BUDGET FOR 2010				2010	2009 ACTUAL
OPERATING EXPENSES					
Administration					
Contract Service					
Gordon Aamoth					175,000.00
Penny Hunt				\$50,000	4,166.66
Jean Sazevich					16,022.50
Baker Management (Nancy Gilberg)				29,700	28,480.00
Outside Consultants				15,000	48,312.00
Total for Administration				94,700	271,981.16
Accounting-Audit Fees				15,000	28,025.00
Director's Fees				60,000	35,000.00
Insurance					
D&O				4,800	4,800.00
Property				502	502.00
Total for Insurance				5,302	5,302.00
Legal-Prof Fees				2,000	1,733.10
Meeting Expense				20,000	19,493.80
Membership Dues				495	495
Misc Expense				1,000	1,025.00
Office					
Equipment and Furnishings				500	0
Misc				2,500	2,311.87
Supplies				500	358.19
Total Office				3,500	2,670.06
Parking and Mileage				2,000	1,731.49
Postage and Delivery				2,000	1,077.52
Printing, Web Design and Maintenance				2,000	1,191.14
Professional Development				2,000	0
Publications and Subscriptions				30	20.87
Rent				11,670	17,085.05
Tax					
Excise Tax				6,750	7,000.00
Telephone				3,000	2,617.03
TOTAL OPERATING EXPENSES				231,447	396,448.22
GRANTS EXPENSE				8,203,570	7,690,558.00
TOTAL EXPENSES				8,435,017	8,087,006.22

Approved

**Robina Foundation
Budget Notes
01/01/10 – 12/31/10**

Operating Expenses

Administration – Consultants

Penny Hunt – annual contract: \$50,000 (began 12/01/09; subject to review in August).

Baker Management (contract employer for Nancy Gilberg) - \$2,475/mo x 12 months.

External Consultants - \$15,000 for technology, grant due diligence, retreat facilitation, issue research, etc.

Accounting/Audit Fees

\$15,000: CBIZ Accounting; no audit fees expected unless additional funds received from the Binger estate.

Directors Fees

\$60,000: \$10,000 annual fee for directors serving full year.

Insurance

Directors and Officers: Annual premium of \$4,800; possible increase with additional board members and officers.

Property: \$502; Basic policy to cover office equipment/furnishings.

Legal Fees

\$2,000: Subject to increase if we pursue IRS ← *wld be expense of estate*

Meeting Expense (Board and Staff)

\$20,000: Includes travel, accommodations and meals for board meetings/retreats, grantee visits, staff meetings with advisors/outside consultants. Increase due to added board members.

Membership Dues

\$500: Association of Small Foundations' annual membership dues.

Miscellaneous

\$1,000: Certificate of Incorporation annual fee (\$25), holiday gifts, etc.

Office Expense

Equipment and Furnishings: \$500.

Misc: \$2,500; Computer and technology consulting/maintenance/repair.

Supplies: \$500.

Parking and Mileage

\$2,000: Staff parking.

Postage and Delivery

\$2,000: Increase due to Board size.

Printing, Web Design and Maintenance

\$2,000: Printing board books, updating website, etc.

Professional Development

\$2,000: Conference fees, skill development.

Rent

\$11,670: \$972.50/monthly lease.

Taxes

Excise Tax: \$6,750; estimated at 1%; will be reviewed/revised by tax accountant during the year based on actual new contributions to the foundation and anticipated investment income.

Telephone/Internet

\$3,000: Approximately \$250/monthly.

Grant Expenses

\$8,203,570: Grant payments scheduled to be paid in 2010. Additional expenses may be incurred if approved by the Board.

Nancy Gilberg

From: Thomas Crosby [tcrosby@tcrosbylaw.com]
Sent: Tuesday, January 26, 2010 11:18 AM
To: 'Anita M Tyson'
Cc: 'Penny Hunt'; ngilberg@robinafoundation.org
Subject: Robina

We have a Board meeting in mid February and plan to spend some time on investments.

I understand that much of the estate is in cash and short term which we understand. We understand as well the Tartan Partnerships.

Somewhat mysterious to us is the Venture Capital entry which, as of December 31, 2009, was \$8,969,211. Is it possible to give us some detail on that entry?

Of the other assets listed, we know that 301 Clifton has value and suspect that most of the other listed do not. Do you have any intelligence on those other assets?

Thank you.

From: Penny Hunt [mailto:pennhunt@gmail.com]
Sent: Wednesday, February 03, 2010 8:52 AM
To: Anita M Tyson
Cc: Crosby Tom
Subject: Robina Foundation

Hello Anita,

I'm the new Executive Director of the Robina Foundation, currently working with board chair Tom Crosby on plans for an upcoming board meeting later this month. I'm writing to follow up on Tom's email to you last week requesting detail on the Venture Capital entry noted on JP Morgan's December 31 statement. Tom needs to provide the board with information on the assets included in the \$8,969,211 Venture Capital entry. This information, along with other financial information, is key to important decisions the Robina Foundation board must make.

We would appreciate very much receiving this information by Tuesday, February 9, since we will send out the board book on Wednesday. Please feel free to contact me if you have questions or concerns. Your information should be sent to Tom and me via email.

Thank you very much for your assistance. We look forward to hearing from you.

Sincerely,

Penny Hunt

Current Residuary Assets on Hand (as of December 31, 2009)**Cash and Short Term**

	<u>Market</u>
James H. Binger Revocable Trust [REDACTED]	\$ 13,271,744.41
James H. Binger Revocable Trust - Income Account [REDACTED]	7,196,564.37
Estate of James H. Binger [REDACTED]	13,578,229.21
Estate of James H. Binger - Income Account [REDACTED]	447,608.41
Total Cash and Short Term:	\$ 34,494,146.40

Tartan I LP (as of 12/31/09)

	<u>Total Market</u>	<u>% Owned</u>	<u>JHB Trust</u>	
Tartan I LP - Scotch I	25,912,296.96	43.4%	11,245,936.88	
Tartan I LP - ScotchGard	18,754,682.25	33.3%	6,245,309.19	
Tartan I LP - Post It	29,033,244.44	19.8%	5,748,582.40	
Total:	73,700,223.65		23,239,828.47	\$ 23,239,828.47 (Liquidation Value)

Other Assets:

James H. Binger Revocable Trust [REDACTED]		
Tomsten Inc.	125,001.00	
301 Clifton	420,000.00	
MN Community Dev. Bond	100,000.00	
Jason McLean Prom. Note	50,000.00	
Venture Capital	8,969,211.00	
Eridon	60,000	
Loring Pasta Bar	66,576	
Myfitlife Inc.	275,000	
Project Apple	-	
Raymedica Inc.	535	
Total:	10,066,323.00	\$ 10,066,323.00
Estate of James H. Binger [REDACTED]		
Note (\$1MM face due 12/31/2010)	1,000,000.00	
Total:	1,000,000.00	

TOTAL ASSETS FOR DISTRIBUTION FOR TAXES AND EXPENSES AND ROBINA:**\$ 67,800,297.87**

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

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

From: Anita M Tyson <anita.m.tyson@jpmorgan.com>
Date: February 8, 2010 5:26:48 PM CST
To: Penny Hunt <pennhunt@gmail.com>
Cc: Crosby Tom <tcrosby@tcrosbylaw.com>, Paul Cress <paul.cress@jpmorgan.com>
Subject: RE: Robina Foundation

Hello Penny,

Thank you for your email. I look forward to working with you on Robina Foundation matters.

In response to Tom's questions and your follow-up question on the Binger Estate venture capital interests, I am attaching a spreadsheet with additional information on those interests as of September 30, 2009, along with an updated market value report. We do not have more updated information on 301 Clifton or the other assets but agree that other than 301 Clifton they do not have much value.

Please let me know if you and Tom have additional questions before the board meeting.

I would also like to schedule some time to meet you in person the next time I am in Minnesota. Do you have some time available on February 26, March 11th, 12th, 16th or 17th?

Anita

Anita Medina Tyson

Managing Director

JPMorgan Chase Bank, N.A.

Mail Code IL1-0550

21 South Clark Street, 42nd Floor

Chicago, IL 60603

Tel: (312) 732-3078

Account Name: James H.Binger Rev Trust
Account Number: [REDACTED]

Asset: FLAG Private Equity LP
Cusip: [REDACTED]
Source of Value: Company Provided Capital Account Balance Sheet
Market Value Estimate: \$1,356,450
As of Date: September 30, 2009

Asset: FLAG Venture Partners III, LP
Cusip: [REDACTED]
Source of Value: Company Provided Capital Account Balance Sheet
Market Value Estimate: \$1,398,291
As of Date: September 30, 2009

Asset: FLAG Venture Partners IV, LP
Cusip: [REDACTED]
Source of Value: Company Provided Capital Account Balance Sheet
Market Value Estimate: \$1,197,605
As of Date: September 30, 2009

Asset: Pfingsten Executive Fund III, L.P.
Cusip: [REDACTED]
Source of Value: Company Provided Capital Account Balance Sheet
Market Value Estimate: \$1,685,937
As of Date: September 30, 2009

Asset: Technology Crossover Venture III, L.P.
Cusip: [REDACTED]
Source of Value: Company Provided Capital Account Balance Sheet
Market Value Estimate: \$76,325
As of Date: September 30, 2009

Asset: Technology Crossover Venture IV, L.P.
Cusip: [REDACTED]
Source of Value: Company Provided Capital Account Balance Sheet
Market Value Estimate: \$887,831
As of Date: September 30, 2009

Notes:

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

[b] The James H. Binger Trust (the "Trust") made a capital commitment of \$2,500,000 to Flag Private Equity, L.P. As of September 30, 2009, the Trust's total cash contributions totaled \$2,462,500, with a total of \$37,500 unfunded capital.

[c] The James H. Binger Trust (the "Trust") made a capital commitment of \$2,125,000 to Flag Venture Partners IV, L.P. As of September 30, 2009, the Trust's total cash contributions totaled \$2,103,750, with a total of \$21,250 unfunded capital.

[d] The James H. Binger Trust (the "Trust") made a capital commitment of \$2,000,000 to Pfingsten Executive Fund III, L.P. As of September 30, 2009, the Trust's total cash contributions totaled \$1,851,552, with a total of \$148,448 unfunded capital.

[e] The James H. Binger Trust (the "Trust") made a capital commitment of \$2,500,000 to Technology Crossover Venture IV, L.P. As of September 30, 2009, the Trust's total cash contributions totaled \$2,422,250, with a total of \$77,750 unfunded capital.

[f] Per the Partnership Agreement of Technology Crossover Venture III, L.P. (the "Partnership"), the initial term of the Partnership was scheduled to end at the close of business on December 31, 2007, unless such term was extended by the General Partner. The Partnership Agreement allows the General Partner to extend the term of the Partnership for two successive one-year periods. The initial term of the Partnership was extended through December 31, 2008. The General Partners elected to extend the Partnership's term for a second one-year period ending December 31, 2009.

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

Current Residuary Assets on Hand (as of December 31, 2009)

Cash and Short Term

	<u>Market</u>
James H. Binger Revocable Trust [REDACTED]	\$ 13,271,744.41
James H. Binger Revocable Trust - Income Account [REDACTED]	7,196,564.37
Estate of James H. Binger [REDACTED]	13,578,229.21
Estate of James H. Binger - Income Account [REDACTED]	447,608.41
Total Cash and Short Term:	\$ 34,494,146.40

Tartan I LP (as of 12/31/09)

	<u>Total Market</u>	<u>% Owned</u>	<u>JHB Trust</u>	
Tartan I LP - Scotch I	25,912,296.96	43.4%	11,245,936.88	
Tartan I LP - ScotchGard	18,754,682.25	33.3%	6,245,309.19	
Tartan I LP - Post It	29,033,244.44	19.8%	5,748,582.40	
Total:	73,700,223.65		23,239,828.47	\$ 23,239,828.47 (Liquidation Value)

Other Assets:

James H. Binger Revocable Trust
[REDACTED]

Tomsten Inc.	125,001.00
301 Clifton	420,000.00
MN Community Dev. Bond	100,000.00
Jason McLean Prom. Note	50,000.00
Venture Capital	6,602,439.00
Eridon	60,000
Loring Pasta Bar	66,576
Myfitlife Inc.	275,000
Project Apple	-
Raymedica Inc.	535

Total: **7,699,551.00** **\$ 7,699,551.00**

Estate of James H. Binger
[REDACTED]

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

TOTAL ASSETS FOR DISTRIBUTION FOR TAXES AND EXPENSES AND ROBINA:

\$ 65,433,525.87

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

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

Nancy Gilberg

From: Penny Hunt [pennhunt@gmail.com]
Sent: Tuesday, February 09, 2010 2:27 PM
To: Anita Tyson M
Cc: Crosby Tom; Gilberg Nancy
Subject: Robina Foundation

Hello Anita,

Thank you very much for providing detail on the Venture Capital entry on JP Morgan's report on "Current Residuary Assets on Hand." You pointed out that the detail you provided is as of September 30, 2009 when the value was \$6,602,439.00. The December 31, 2009 report we received from Paul Cress shows a value of \$8,969,211 for Venture Capital. Given the significant difference between the value on the two dates, could you or Paul provide detail on the end-of-year value or the changes that occurred between September and December? We assume that Paul had that detail when he prepared the December 31 report.

Thank you very much for your help. I would appreciate very much the opportunity to meet with you. Unfortunately, I will be out of town on the dates you suggested. I am spending the month of March in Washington DC. Any chance that you'll be in Washington in March? I'd be happy to meet with you there. If not, will you be in Minneapolis in April?

Thank you for your help.

Regards,
Penny Hunt

From: Anita M Tyson <anita.m.tyson@jpmorgan.com>
Date: February 9, 2010 6:12:12 PM CST
To: Penny Hunt <pennhunt@gmail.com>
Cc: Crosby Tom <tcrosby@tcrosbylaw.com>, Gilberg Nancy
<ngilberg@robinafoundation.org>
Subject: RE: Robina Foundation

Hello Penny,

The venture capital values have been carried at their federal estate tax value on all of the market value reports we have been sending to you, including the December 31, 2009 report Paul recently sent. We have been working with our specialty assets group to value the venture capital interests more currently and that is how we obtained the 9/30/2009 values we incorporated in the updated market value report I sent on Monday. Since the date of the federal estate tax return the venture capital funds have been making cash and stock distributions so the value has decreased.

I am not currently planning any trips to D.C. in March but will check on some April dates for a meeting in Minnesota and get back to you.

Best regards,

Anita

Anita Medina Tyson
Managing Director
JPMorgan Chase Bank, N.A.
Mail Code IL1-0550
21 South Clark Street, 42nd Floor
Chicago, IL 60603
Tel: (312) 732-3078
Fax: (312) 732-3006
Email: anita.m.tyson@jpmorgan.com

Nancy Gilberg

From: Thomas Crosby [tcrosby@tcrosbylaw.com]
Sent: Friday, January 22, 2010 2:29 PM
To: gaamoth@msn.com; 'H. Peter Karoff'; schroeder@medicine.ucsf.edu
Cc: 'Penny Hunt'; ngilberg@robinafoundation.org
Subject: IRS - Good News

Peggy Quinn called today to report on progress with the IRS.

One of the reasons these matters have taken so long is the need for the IRS national office to review and opine upon the various items. We have been involved with the agents in St. Paul who did the initial review, the appellate agent in Iowa and possible appeals to both the Tax Court (estate) and District Court (gift). The national office must bless/agree with the appellate agent before final settlement can be completed.

Peggy was just informed that the national office had determined to let the estate's gift tax claims for refund proceed without objection by the IRS. Although not specifically discussed (according to Peggy), it follows that the estate's estate tax claim for refund would follow the same route (again, according to Peggy).

In addition the appeals agent has agreed to all of the tentative settlements reached on the other issues. A stipulation is being drafted by the family's attorneys to document that side of the transaction.

The gift and estate tax issues result in approximately a \$15 million refund to the estate and its sole beneficiary, Robina. Peggy will give us a detailed breakdown of that figure as she is preparing figures on those amounts to furnish to the IRS. On the other issues in dispute, the settlement of the Dorsey fee issue (were the Dorsey fees properly a expense of administration) will have no cash consequence as the estate return was filed assuming they were an expense and the Sherry Netherland apartment issue will require some additional payment to the IRS as the settled value was higher than that filed with the estate.

Things happen in government. Given the amount of the refund, this one needs to be approved by a joint committee of congress. Peggy agreed with my assessment that there is an 80% chance of success for the results outlined above.

The gift tax issues are set for trial in June. The IRS has asked for a continuance of that date pending the settlement. The estate has not agreed to the continuance on the theory of keeping on the pressure for settlement.

I should know more by the Board meeting.

Thomas Crosby

From: Quinn, Peggy A. [pquinn@mwe.com]
Sent: Tuesday, February 02, 2010 3:53 PM
To: Thomas Crosby
Cc: Baker, David
Subject: Binger Computations (017)

Tom,

As you requested, we ran computations to estimate the total amount due to the Estate based upon the IRS's most recent indication of settlement intentions. Our computations are in draft form as they are pending review by the IRS and counsel for the Limited Marital Trust. The claims for refund are also subject to approval by the U.S. Congress Joint Committee on Taxation.

Based on these draft computations, the total due to the Estate is approximately \$16,989,164. Some of this will come directly from the IRS, with interest, and some of this will come from the Limited Marital Trust.

Peggy

*Peggy A. Quinn
McDermott Will & Emery LLP
227 W. Monroe Street
Chicago, IL 60606
Telephone: 312.984.3363
Fax: 312.984.7700*

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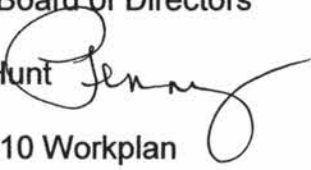
Please visit <http://www.mwe.com/> for more information about our Firm.

From: Thomas Crosby [tcrosby@tcrosbylaw.com]
Sent: Wednesday, February 03, 2010 5:46 PM
To: 'Gordon Aamoth'; 'H. Peter Karoff'; schroeder@medicine.ucsf.edu
Cc: ngilberg@robinafoundation.org; 'Penny Hunt'
Subject: \$\$\$\$

Just to get you thinking, Nancy calculated Robina's assets as of 12/31/09 and included the now promised IRS refund. The grand total is \$127,065,750.39.

ROBINA FOUNDATION

TO: Robina Board of Directors

FROM: Penny Hunt 

RE: Draft 2010 Workplan

DATE: February 11, 2010

Attached is a document I've called "Draft 2010 Workplan" for want of a better term. The "Workplan" has two parts:

Part 1: The first part of the "Workplan" (page 1) is basically a list of the various key issues/activities I believe the board needs to address between now and next August. **You will undoubtedly revise or add to the list, but my goal is for the board to agree on the contents of the list at the meeting.**

Part 2: The second part of the "Workplan" (pages 2-4) is a compilation of information and statements concerning Robina's mission, vision, goals, grantmaking, etc. developed over the last several years and derived from various sources.

To some extent, I created the compilation for my benefit as I educate myself about Robina and its operations, but I also believe that we would all benefit from one document that describes this fundamental information on Robina. I think it has been several years since the board addressed some aspects of the Foundation's operations, so the timing seems ripe for this discussion. No doubt, it will naturally be part of the board's consideration of strategies, etc. for Cycle 2 grants. **I do not intend for the board to discuss this material at this meeting, but hopefully this compilation provides the basis for future discussions.**

At this meeting we'll also discuss next steps and options for the timing and process to address both parts of the Workplan.

FEBRUARY 24 BOD MEETING --- 2010 WORKPLAN

Introduction:

Two parts: Part 1: list of important issues/activities Bd needs to address, many in the near future. I tried to group them in categories rather than just list them since there are quite a few.

- Not necessarily in chronological order
- Interconnected: e.g.¹⁾ the Investment Strategy should be tied to the term of the Foundation;²⁾ the term of the Foundation impacts the optimal board composition;³⁾ the vision and goals of the Foundation affect criteria for the grants.
- Many of the items listed could be broken down further

Stop there – does anything on the list leap out at you as wrong or unclear or unnecessary?

Additions?

Part 2: As I described, this is a compilation of statements about the Robina Foundation's core framework derived from the bylaws and other documents.

I started compiling this information from the bylaws, minutes of board meetings, etc. as soon as I started working with Robina. At first, this was solely for my education, but as I progressed, it occurred to me that this is a good time to look at the Robina's framework, probably with the goal of developing agreement on what we mean and how we describe Robina's goals and grant program.

(I should say that this isn't absolutely everything: e.g. bylaws have statements about grantmaking, but I opted to include highlights of a discussion at a board meeting instead of the bylaws language since presumably the discussion reflected the board's focus and interpretation of the bylaws. The bylaws also

include information on the qualities of board members and how board members operate.)

Not my intent to talk about this “foundational” material today, unless you have some comments or questions.

Next Steps: the list of issues is rather long, so I think it’s essential to break it down into chewable bites. Must confess I’m still noodling this, but here’s my current thinking about some of the bites:

1. I suggested to Tom that we bring the board together for a few hours to garner understanding and agreement on the ideas I’ve called “foundational” in the Draft Workplan. (Does the language from the bylaws describe the goals? What is meant by “transformational?”) Tom felt that wasn’t the best use of board members’ time. Instead:
 - Send out 5 / 6 questions to board members to get me started on the development of this framework (or strategy)
 - Tentative Timing: March – questions, etc.; April – draft with options
 - May board meeting – discussion
 - Rather with the process I suggest your time will be spent responding to options I’ve developed. I hope that makes sense.
2. Regarding sunset timetable and strategies:
 - As mentioned, I’ve started research
 - I’ve identified someone who might be helpful to the board, perhaps by a presentation at the August meeting
 - Since this would involve finance and investment issues, I would hope to work with Tom on this. This will probably be folded into the foundational work described above, but this decision has such a far-reaching impact that I think it needs to be considered separately.

3. Evaluation of Cycle 1 Grants:

- I'd like to work with grantees to develop a reporting format for their annual report that will help us easily assess their fulfillment of the objectives they outlined when the grants were approved.
 - Then, we need to assess the grants against the goals of the foundation (e.g. was the program/grant transformational? Change the institution? Have an impact beyond the institution?)
 - Not sure about the timing of this since the grantees will receive their final payment this calendar year, but their implementation of the grant funds will take another year.
4. It's clear that Grantees want guidance for the next round of grants. Two questions: what do we say and when do we say it?!!

- As I mentioned, another year on current grants.
- Understand that the institutions need time to plan so need to say something by Sept. 1 – but we could decide that we'll simply continue to fund the current program for another year to give us time to put in place all of the strategies and policies to support the grant program.

- *One approach*
Would it make sense for me to work with Steve to come up with options for Cycle 2? For consideration at the August board meeting?

5. ✖ At some point need to put to bed the question of how to approach "human rights."

ROBINA FOUNDATION
2010 WORKPLAN
DRAFT FOR DISCUSSION

Key Activities

Foundational

Review and confirm/revise core directions (Mission, Goals, Grantmaking, Evaluation, etc.) that inform the implementation of the Foundation's grant program. (See attached compilation)

Operational

Make key decisions concerning the core operations of the Foundation.

- Size of corpus
- Sunset timetable
- Investment Strategy

Organizational

Develop and implement governance practices and procedures that facilitate efficient, effective operation of the board.

- Board composition
- New board member orientation
- "Lead Directors" (designation, role, term, etc.)

Programmatic

Review / Evaluate Cycle 1 grants.

Develop strategies and process for implementation of Cycle 2 grants.

- General
 - Grant Reports: Timing and Format
 - Meetings with Grantees
 - Frequency and timing of individual presentations
 - Periodic convening of all grantees at Annual Meeting
 - Assessment of Foundation's achievement of goals
- Cycle 1 Grants
 - Assess individual grantees' achievement of stated objectives
 - Identify Cycle 1 learnings that should inform Cycle 2 grants and process
- Cycle 2 Grants + Beyond
 - Determine
 - Strategy
 - Criteria / Priorities / Theme - Human Rights?
 - Allocation of resources / size of grants
 - Messages
 - Process
 - Timing

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 Duhl 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: 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)

GRANTEE MONITORING / ANNUAL REPORTING REQUIREMENTS:

Questions for grantees to address

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

Monitoring

- Grants will be formally monitored by staff on an annual basis
- Written responses to the above questions should be received and reviewed prior to the payment of the next scheduled grant installment.
- Staff and board members, as appropriate, will hold annual sit-down meetings with grantees to discuss progress.
- The principals of the four grantee institutions should meet with the full Board on a somewhat regular basis.

(Source: Minutes of August 2008 Board Meeting)

Annual Evaluation Report Guidelines (Questions to accompany letter requesting annual report):

1. Briefly outline your original goals and objectives as stated in your proposal.
2. Please summarize your progress in meeting these goals and objectives, and describe how your activities relate to achieving the ultimate goal/purpose of the program.
3. Were there any unanticipated results, either positive or negative? What have you learned? Will you make any changes based on these results?
4. What are your plans to share your results or findings?
5. Please attach an income and expense statement for this grant period. Also, include your original budget. A narrative explanation should be included for any line item differences between the original budget and actual expenses.
6. Please distinguish the work funded by the Robina Grant from your roader, ongoing work on the subject. Also include a list of additional funders (if any), including amounts received, for this program.
7. What is the single most creative idea that has come out of this program?

(Source: Minutes of May 2009 Board Meeting)

Board of Directors Meeting 2/23/10

REPORT FROM ABBOTT NORTHWESTERN

Care Guides in the Primary Care Office: Progress Report to the Robina Foundation

February 3, 2010

Since our last report:

We have received and analyzed **complete 6 months data**. **11 of 12 care goals are improved** from baseline. Smoking, aspirin use, diabetic eye exams, microalbumin urine screening, microalbuminuria treatment, LDL cholesterol, pneumovax immunization, and use of ACEI medication in CHF improved between 3 months and 6 months. BP control declined slightly but is still markedly better than at baseline. HgbA1c is unchanged. We are conducting **exit questionnaires** for patients now in their last quarter of the study. We have scheduled final Phase 1 meetings of the Patient Advisory Council and the Robina Project Advisory Council.

We have **presented our findings** to these groups: the Abbott Northwestern Hospital Foundation, Hennepin County Medical Center care improvement working group, Future Doctors of Minnesota (premed students at Minnesota and Wisconsin colleges), Allina Medical Clinics leadership, and Minnesota legislators attending the Allina Health Policy Summit. We have submitted 2 abstracts to professional organizations: Minnesota Chapter, American College of Physicians (accepted); Academy of Health Care (pending).

Phase 2 planning: We interviewed 5 persons for the new position of research manager, and **hired a superior candidate**, Kim Radel, MHA. She starts Feb 8. We are actively negotiating with Allina Medical Clinics, Aspen Medical Clinics, and Abbott Northwestern Hospital Based Clinics to choose the **4 phase 2 clinics**. We have decided on **patient eligibility criteria** and an **enrollment process** that will focus the intervention on patients who are not doing well, and are working on the **randomization process** with the statistics team from the University of Minnesota. We have begun the process of preparing an application for approval from the Allina **Institutional Research Board**.

Future Directions. If phase 2 continues to show that care guides are a successful and low-cost way to improve care, we plan to propose two further initiatives for the Robina Board to consider: 1) Technical and logistical support for embedding payment for care guide services in all negotiations with Allina payors, both public and private, thereby providing an ongoing and sustainable source of funding for this innovation. 2) Research into other kinds of patients who might benefit from working with a care guide.

Examples: children with asthma, adults with chronic lung disease, adults with depression, and people who habitually use the Abbott Northwestern Hospital emergency room to obtain primary care. Many of the latter are loners who lack basic medical care (a human right) and are disenfranchised both from their community and from longitudinal health care relationships. Using an emergency room paradigm for these patients is both ineffective and expensive. Based on phase 1 data, we think care guides could help.

Respectfully submitted,
Richard Adair, Principal Investigator

*Bd - research: patient safety
Need approval for Phase 2 - randomization
Need to tell gov open to participate.*

*Mention of Care Guide
Program on WCCO Radio (Feb. 9)*

*Hiring
Lobbyist or
writer to
research +
write up
results -
for payors.
Dealing w/
ins. cos. is
different.
Wants to look in
results. Needs
help to position w/
payors.*

*Human
Rts
Issue*

From: "Wheeler, Penny" <Penny.Wheeler@allina.com>

Date: February 9, 2010 11:24:11 AM CST

To: <pennhunt@gmail.com>

Subject: Robina key contacts and questions

Penny,

Thanks so much for the opportunity to meet last week. As promised, I am sending you additional executive level presentations on the work to date (as a compliment to Dr. Adair's work) and some key questions for the Board's consideration. I really appreciated your time, Penny.

Robina contacts and key questions:

Executive level presentations of Robina:

- Phase one Robina impact update to Allina Quality Committee of the Board—Dr. Wheeler, Dr. Adair, Fall, 2009
- Robina initiative featured during testimony at MN legislative committee on "Health Care Disparities", Fall, 2009—Dr. Wheeler
- Public Policy Forum at ANW, Robina reviewed with policymakers as innovative care approach—Dr. Adair, Dr. Wheeler, February 3, 2010
- Payer negotiations and discussion on Robina as new care model warranting co-investment: Blue Cross/ Blue Shield (Dr. Gilmet BC/BS, CMO and Dr. Wheeler), Medica (Dr. Fazio, Medica, CMO and Dr. Wheeler) Winter, 2009-2010
- Executive Leadership Team update: Fall 2009, February 2010—Dr. Wheeler, Mr. Petersen

Pertinent questions:

1. Does the Robina Board have guidance on principles for future submissions?
 - a. Proposal template
 - b. Timelines for submission
 - c. Specific desired inclusions/exclusions, if any
2. We want to be true to Mr. Binger's intent and that of the Robina Board. As we expand the Robina model to transform care, with the understanding Mr. Binger's gift was intended for Abbott-Northwestern, we define Abbott Northwestern's reach as follows: The continuum services that serve the patients of the Abbott Northwestern community, including affiliated physicians, clinics, regional outreach, home services, and community benefit. Does the Robina Board agree with this broader definition of Abbott Northwestern?
3. The results to date of the care guide model have been impressive. Phase II, which you have graciously funded, will prove definitively through rigorous research, that the model improves quality and experience while reducing costs. Does the Board have any firm

guidance as to whether to continue to expand the care guide concept to underserved populations or to begin a new initiative with our next submission?

Our entire executive team, which includes Jeff Petersen, President of ANW, Ken Paulus, CEO of Allina, and Penny Wheeler, CCO, is very engaged in this work and its results to date. We are so grateful to advance care in the transformative ways as intended by the Robina funds. We remain committed to doing this in the most powerful and impactful ways for the communities we serve and to serve as a national model for a new care model.

Thanks so much for your time, Penny. It will be a delight to work with you on this exciting opportunity.

file copy Feb 2010 Report

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

February 4, 2010

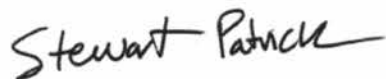
Ms. Penny Hunt
Executive Director
Robina Foundation
80 South 8th Street
Suite 4900
Minneapolis, MN 55402

Dear Penny:

It is my pleasure to provide you and the Robina board with this mid-year update of the Council on Foreign Relations' International Institutions and Global Governance (IIGG) program for activities undertaken from November 1, 2009, to February 1, 2010. The initiative continues to generate widespread interest among CFR's membership, within official policy circles in Washington, DC, and among a broader range of interested parties in the United States and abroad.

The Council remains grateful for the trust that the Robina Foundation has placed in us with its generous grant toward the IIGG program. We look forward to your upcoming visit in March and hope you can join us for a CFR event during your time in the capital.

Warm regards and best wishes,



Stewart Patrick
Director and Senior Fellow
spatrick@cfr.org

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

A Program of the Council on Foreign Relations

UPDATE: November 1, 2009 – February 1, 2010

Since our last update, the IIGG program has made great strides in pursuing our core mandate: identifying the requirements for effective international cooperation in the twenty-first century and proposing concrete multilateral responses to pressing global challenges. Several highlights are notable. We have gained insights about the role of emerging great powers in shaping the global agenda; about the attitudes of U.S. and foreign publics on major global issues; and about the challenges of integrating nonstate actors into processes and structures of global governance.

In December 2009, the IIGG program cosponsored a provocative two-day workshop in Rio de Janeiro on “Rising Brazil: Implications for World Order and Institutions,” part of our [“Emerging Powers and International Institutions”](#) meeting series. The event gathered CFR experts and Brazilian policymakers and scholars to discuss Brazil’s rising status as a global player, its vision of world order, and its priorities for global institutional reform. One of the many insights we gleaned (as outlined in the [meeting report](#)) is that Brazilian elites are deeply divided about their country’s place in the world—and about how to use their burgeoning power in multilateral institutions. We will hold a second meeting in China in March, and a third in India in October. “Emerging Powers” will also be the focus of the IIGG annual symposium in spring 2010.

To get a better sense of how everyday citizens in the United States and around the world think about global challenges and international institutions, the IIGG program produced [Public Opinion on Global Issues](#), the most comprehensive digest of U.S. and global attitudes on these topics. The digest consolidates and analyzes public opinion in ten areas, from nuclear proliferation to human rights. The most surprising finding is the broad public consensus on the need for effective, legitimate, and accountable institutions to share the burdens and risks that accompany globalization. The project’s web traffic has been impressive, and we have received kudos from the National Security Council as well as from many university professors.

The IIGG program also continues to produce high-quality interactives and publications. In December, we launched an exciting new component of the [Global Governance Monitor](#), which identifies glaring gaps in multilateral arrangements to govern the world’s [oceans](#)—and proposes new directions to advance the security, prosperity, and environmental health of the planet. The commandant of the U.S. Coast Guard, the White House Office of Environmental Quality, and the National Oceanic and Atmospheric Administration are just a few of the voices that have praised this work. We also released two council reports, on [The United States in the New Asia](#) and on [Intervention to Stop Genocide and Mass Atrocity: International Norms and U.S. Policy](#).

In addition to our ongoing roundtable series, we sponsored two large CFR symposia, on [Organized Crime in the Western Hemisphere: An Overlooked Threat?](#) and on [Countdown to Copenhagen: What's Next for Climate Change?](#)

Director Stewart Patrick has also deepened IIGG engagement on the role of civil society. This includes participating regularly in a working group sponsored by Demos. This initiative will inform future IIGG work on the role of nonstate actors in highlighting and addressing global challenges.

We are pleased to report that Robina funds were leveraged to create a new, stand-alone program on International Law and Justice, funded by the MacArthur Foundation. This builds on related Robina-supported work from the previous fiscal year.

Finally, new additions to our workplan include two new reports, on UN Security Council reform, and on internet governance. We will also launch a working paper series focusing on specific multilateral institutions and challenges, including climate change, nuclear security, and global health governance.

UNIVERSITY OF MINNESOTA

Twin Cities Campus

Office of the Dean

*The Law School
Walter F. Mondale Hall*

Room 381

*229-19th Avenue South
Minneapolis, MN 55455*

612-625-4841

Fax: 612-625-2019

February 5, 2010

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

Dear Penny:

I am attaching a brief update to the Law School's October 2009 annual report that I hope will be suitable for inclusion in the board book for the next board of directors meeting. Please let me know if you have any questions concerning our update.

As suggested in the report, demand for Robina post-J.D. fellowships was very strong. We eventually placed 37 students with non-profits and government agencies. We believe the program provides an important public service while simultaneously assisting graduates in a very difficult job market. We originally received approval to reallocate \$125,000 from our Robina grant for this purpose (enough for 25 fellowships). I am hereby requesting approval to reallocate an additional \$60,000 to cover the additional 12 fellowships. However, if the Board would prefer that we not do so, we will fund those additional fellowships from general operating funds.

*reallocate
from where to
where?*

As always, we are deeply grateful for the Foundation's support.

All best regards,



David Wippman
Dean and William S. Pattee Professor of Law

jj

Enclosure

University of Minnesota Law School
Interim Report to the Robina Foundation
February 5, 2010

The following provides a brief update to our October 26, 2009 annual report.

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

Jennie Green has launched this semester a new Human Rights Litigation and International Legal Advocacy Clinic. The clinic will give students experience in human rights advocacy through direct participation in projects with organizations such as the United Nations, the Inter-American human rights system, federal and state courts, and human rights advocacy groups. Antony Duff, the world's leading scholar on the philosophy of criminal law, has agreed to join the faculty on a 50% time basis starting next fall. Two other top UK criminal law scholars will visit the Law School for brief periods this spring and fall, as we continue to work on our cluster-hire strategy. For the Robina chair in law, science, and technology, we have interviewed several candidates and have started to build a lateral appointments file on one.

Robina-funded faculty research in these three subject areas is progressing well; we expect to award the next round of the Robina research grants by April 15.

B. Transformation of Curriculum and Teaching

Curriculum and teaching reforms continue on track. This semester, Robina funding has helped the Law School start three new capstone courses, covering major issues in labor and employment law, environmental law, and health law corporate compliance. Our new Practice and Professionalism course, first-year electives, and the statutory interpretation module of legal writing are all being offered in their intended final forms.

C. Robina Post-J.D. Fellowships

The Law School has awarded 37 Robina fellowships to 2009 graduates (12 more than originally requested) and placed them with local public interest and legal aid organizations. The program has proven remarkably successful and we hope to repeat it next year.

D. Annual Conferences

The next Robina conference, on Human Trafficking, will be held on March 26. Conference papers will contribute to a book presently being marketed to Cambridge University Press.

FY 2010

Total Expended to Date	\$ 581,045
Allocated for FY 2010	\$1,499,000

ROBINA FOUNDATION

To: Robina Foundation Board of Directors
From: Penny Hunt
Date: February 1, 2010
Re: Status of Foundation Grant to the Aspen Institute

Background:

In June 2009, the Foundation made a one-time grant of \$130,575 to the Aspen Institute to support the seminar "International Human Rights and Humanitarian Laws: Their Application in National Jurisprudence." The purpose of the program is to introduce United States judges at both the federal and state supreme court levels to the body of international human rights and international humanitarian laws and norms that has developed over the years, territory largely unfamiliar but increasingly relevant to U.S. judges.

At the time of the grant, the Aspen Institute anticipated holding the seminar in late 2009 or early 2010 at the Greentree Estate in Long Island.

Current Status:

I have learned that the Aspen Institute now hopes to hold the seminar in the fall of 2010 at the Greentree or the Aspen Institute's facility on the Eastern Shore of Maryland. According to Alice Henkin, Director of Justice & Society Program at the Aspen Institute, the seminar was delayed due to "personnel changes" at the Institute. Ms. Henkin indicated that the personnel changes were an internal Institute matter on which she was not free to elaborate. Ms. Henkin continues to be the principal person in charge of the judicial seminars. She assures us that Robina Foundation funds are earmarked for the seminar Robina funded.

Question:

Does the Board want to put an outside date on Aspen's implementation of the seminar, e.g. 12/31/2010?

**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 – 6 p.m. Dinner (Possible 4:00 p.m. Panel Discussion re Sunsetting) 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)

Calendar for year 2010 (United States)

January Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 7:● 15:● 23:○ 30:○	February Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 5:○ 13:● 21:○ 28:○	March Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 7:○ 15:● 23:○ 29:○
April Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 6:○ 14:● 21:○ 28:○	May Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 6:○ 13:● 20:○ 27:○	June Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 4:○ 12:● 19:○ 26:○
July Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 4:○ 11:● 18:○ 25:○	August Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 3:○ 9:● 16:○ 24:○	September Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 1:○ 8:● 15:○ 23:○ 30:○
October Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 7:● 14:○ 22:○ 30:●	November Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 6:● 13:○ 21:○ 28:○	December Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 5:● 13:○ 21:○ 27:●

Holidays and Observances:

Jan 1 New Year's Day	Jun 20 Father's Day	Nov 11 Veterans Day
Jan 18 Martin Luther King Day	Jul 4 Independence Day	Nov 25 Thanksgiving Day
Feb 14 Valentine's Day	Jul 5 'Independence Day' observed	Dec 24 Christmas Eve
Feb 15 Presidents' Day	Sep 6 Labor Day	Dec 24 'Christmas Day' observed
Apr 4 Easter Sunday	Oct 11 Columbus Day (Most regions)	Dec 25 Christmas Day
May 9 Mother's Day	Oct 31 Halloween	Dec 31 'New Year's Day' observed
May 31 Memorial Day	Nov 2 Election Day	

ROBINA FOUNDATION

FINANCIAL STATEMENTS

December 31, 2009

(Compiled)

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ACCOUNTANT'S COMPILATION REPORT

Board of Directors
Robina Foundation

We have compiled the accompanying statements of financial condition (excise tax basis) of Robina Foundation as of December 31, 2009 and 2008, and the related statements of activities (excise tax basis) for the periods indicated and supplementary information, which is presented only for supplementary analysis purposes, as listed in the accompanying index, in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants.

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

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

Mayer Hoffman McCann P.C.

Minneapolis, Minnesota
January 20, 2010

Robina Foundation
STATEMENTS OF FINANCIAL CONDITION
(Excise Tax Basis)
December 31, 2009 and 2008

	<u>2009</u>	<u>2008</u>
ASSETS		
CURRENT ASSETS		
US Bank checking account	\$ 3,296,464	\$ 39,292
Prepaid federal excise tax	<u>0</u>	<u>0</u>
TOTAL CURRENT ASSETS	<u>3,296,464</u>	<u>39,292</u>
INVESTMENTS		
US Bank	30,833,149	21,789,118
TIFF Mutual Funds	9,757,481	9,423,347
Land	<u>0</u>	<u>0</u>
TOTAL INVESTMENTS	<u>40,590,630</u>	<u>31,212,465</u>
PROPERTY AND EQUIPMENT		
Furniture and fixtures	13,311	13,311
Less: accumulated depreciation	<u>4,301</u>	<u>2,399</u>
TOTAL PROPERTY AND EQUIPMENT	<u>9,010</u>	<u>10,912</u>
 TOTAL ASSETS	 <u><u>\$ 43,896,104</u></u>	 <u><u>\$ 31,262,669</u></u>

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Robina Foundation
STATEMENTS OF FINANCIAL CONDITION
(Excise Tax Basis)
December 31, 2009 and 2008

	<u>2009</u>	<u>2008</u>
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable	\$ 0	\$ 0
Accrued expenses	0	0
Grants payable	<u>0</u>	<u>0</u>
TOTAL CURRENT LIABILITIES	<u>0</u>	<u>0</u>
NET ASSETS		
Foundation equity	<u>43,896,104</u>	<u>31,262,669</u>
TOTAL NET ASSETS	<u>43,896,104</u>	<u>31,262,669</u>
 TOTAL LIABILITIES AND NET ASSETS	 <u>\$ 43,896,104</u>	 <u>\$ 31,262,669</u>

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Robina Foundation
STATEMENTS OF ACTIVITIES
(Excise Tax Basis)

Twelve Months Ended December 31, 2009 and 2008

	<u>Current Quarter This Year</u>		<u>Current Quarter Last Year</u>		<u>Year-To-Date This Year</u>		<u>Year-To-Date Last Year</u>	
	<u>Amount</u>	<u>%</u>	<u>Amount</u>	<u>%</u>	<u>Amount</u>	<u>%</u>	<u>Amount</u>	<u>%</u>
REVENUES								
Investment income:								
Interest income	\$ 392,392	105.5%	\$ 221,200	85.6%	\$ 875,435	4.2%	\$ 1,019,389	81.7%
Dividend income	0	0.0	57,664	22.3	0	0.0	266,263	21.3
Capital gain distributions	0	0.0	0	0.0	0	0.0	26,879	2.2
Realized gains and losses	(1,258)	(0.3)	(5,866)	(2.3)	(107,082)	(0.5)	(7,060)	(0.6)
Investment fees	(19,348)	5.2	(14,551)	5.6	(45,985)	0.2	(57,908)	4.6
Total investment income	371,786	100.0	258,447	100.0	722,368	3.5	1,247,563	100.0
Contributions	0	0.0	0	0.0	20,000,000	96.5	0	0.0
Miscellaneous income	0	0.0	0	0.0	0	0.0	0	0.0
TOTAL REVENUES	371,786	100.0	258,447	100.0	20,722,368	100.0	1,247,563	100.0
EXPENSES								
Grants paid	2,373,233	638.3	1,400,000	541.7	7,690,558	37.1	6,678,535	535.3
Administrative expenses	79,803	21.5	129,350	50.0	391,376	1.9	476,876	38.2
TOTAL EXPENSES	2,453,036	659.8	1,529,350	591.7	8,081,934	39.0	7,155,411	573.6
OPERATING INCOME (LOSS)	(2,081,250)	(559.8)	(1,270,903)	(491.7)	12,640,434	61.0	(5,907,848)	(473.6)
Federal excise tax	0	0.0	2,691	1.0	7,000	0.0	25,355	(2.0)
INCREASE (DECREASE) IN NET ASSETS	<u>\$ (2,081,250)</u>	<u>(559.8)%</u>	<u>\$ (1,273,594)</u>	<u>(492.8)%</u>	12,633,434	61.0%	(5,933,203)	(475.6)%
NET ASSETS, BEGINNING OF YEAR					31,262,670		37,195,872	
TOTAL NET ASSETS					<u>\$ 43,896,104</u>		<u>\$ 31,262,669</u>	

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Robina Foundation
SUPPLEMENTARY INFORMATION
SCHEDULES OF INVESTMENTS
(Excise Tax Basis)

Twelve Months Ended December 31, 2009 and 2008

	<u>US Bank Investment</u>		<u>Tiff Mutual Funds</u>	
	<u>12/31/2009</u>	<u>12/31/2008</u>	<u>12/31/2009</u>	<u>12/31/2008</u>
Cost basis	\$30,833,150	\$21,789,120	\$ 9,757,481	\$ 9,423,347
Market value	<u>30,793,371</u>	<u>21,523,747</u>	<u>8,183,917</u>	<u>6,356,617</u>
Unrealized gains (losses)	<u>\$ (39,779)</u>	<u>\$ (265,372)</u>	<u>\$ (1,573,565)</u>	<u>\$ (3,066,730)</u>

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Robina Foundation
SUPPLEMENTARY INFORMATION
SCHEDULES OF ADMINISTRATIVE EXPENSES
(Excise Tax Basis)

Twelve Months Ended December 31, 2009 and 2008

	<u>Current Quarter This Year</u>		<u>Current Quarter Last Year</u>		<u>Year-To-Date This Year</u>		<u>Year-To-Date Last Year</u>	
	<u>Amount</u>	<u>%</u>	<u>Amount</u>	<u>%</u>	<u>Amount</u>	<u>%</u>	<u>Amount</u>	<u>%</u>
ADMINISTRATIVE EXPENSES:								
Accounting & audit fees	\$ 750	0.2	\$ 725	0.3	\$ 28,025	0.1	\$ 12,390	1.0
Bank charges	0	0.0	0	0.0	25	0.0	(18)	0.0
Contract services:								
Gordon Aamoth	43,744	11.8	43,744	16.9	175,000	0.8	175,000	14.0
Penelope Hunt	4,167	1.1	0	0.0	4,167	0.0	0	0.0
Jean Sazevich	0	0.0	13,650	5.3	16,023	0.1	58,325	4.7
Baker Management	7,500	2.0	6,930	2.7	28,480	0.1	27,645	2.2
Other consultants	0	0.0	15,785	6.1	48,312	0.2	29,776	2.4
Other services	0	0.0	0	0.0	0	0.0	0	0.0
Depreciation expense	559	0.2	475	0.2	1,902	0.0	1,902	0.2
Directors' fees	15,000	4.0	28,334	11.0	35,000	0.2	39,998	3.2
Insurance:								
Directors' and officers	0	0.0	0	0.0	4,800	0.0	4,800	0.4
Property	0	0.0	0	0.0	502	0.0	310	0.0
Legal fees	0	0.0	5,295	2.0	1,733	0.0	20,883	1.7
Meeting expense	2,559	0.7	5,491	2.1	19,494	0.1	18,603	1.5
Membership dues	0	0.0	0	0.0	495	0.0	500	0.0
Miscellaneous expense	500	0.1	1,000	0.4	1,025	0.0	1,025	0.1
Office expense	450	0.1	0	0.0	2,312	0.0	0	0.0
Office supplies	140	0.0	104	0.0	358	0.0	841	0.1
Parking & mileage	609	0.2	804	0.3	1,731	0.0	3,456	0.3
Postage & delivery	136	0.0	250	0.1	1,078	0.0	1,595	0.1
Printing, web design & maintenance	234	0.1	704	0.3	1,191	0.0	2,134	0.2
Professional development	0	0.0	0	0.0	0	0.0	1,736	0.1
Property taxes	0	0.0	0	0.0	0	0.0	53,067	4.3
Publications & subscriptions	0	0.0	0	0.0	21	0.0	30	0.0
Rent expense	2,955	0.8	5,527	2.1	17,085	0.1	20,123	1.6
Telephone & internet	500	0.1	532	0.2	2,617	0.0	2,755	0.2
TOTAL ADMINISTRATIVE EXPENSES	\$ 79,803	21.5	\$ 129,350	50.0	\$ 391,376	1.9	\$ 476,876	38.2

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Robina Foundation
SUPPLEMENTARY INFORMATION
SCHEDULES OF ADMINISTRATIVE EXPENSES WITH BUDGETS
(Excise Tax Basis)
Twelve Months Ended December 31, 2009

	<u>Current Quarter This Year</u>		<u>Year-To-Date This Year</u>		<u>Variance</u>	<u>Annual Budget</u>
	<u>Actual</u>	<u>Budget</u>	<u>Actual</u>	<u>Budget</u>		
ADMINISTRATIVE EXPENSES:						
Accounting & audit fees	\$ 750	\$ 6,250	\$ 28,025	\$ 25,000	\$ (3,025)	\$ 25,000
Bank charges	0	0	25	0	(25)	0
Contract services:						
Gordon Aamoth	43,744	43,750	175,000	175,000	0	175,000
Penelope Hunt	4,167	0	4,167	0	(4,167)	0
Jean Sazevich	0	13,650	16,023	54,600	38,577	54,600
Baker Management	7,500	6,855	28,480	27,420	(1,060)	27,420
Other consultants	0	2,500	48,312	10,000	(38,312)	10,000
Other services	0	0	0	0	0	0
Depreciation expense	559	448	1,902	1,790	(112)	1,790
Directors' fees	15,000	11,250	35,000	45,000	10,000	45,000
Insurance:						
Directors' and officers	0	1,250	4,800	5,000	200	5,000
Property	0	125	502	500	(2)	500
Legal fees	0	3,750	1,733	15,000	13,267	15,000
Meeting expense	2,559	5,000	19,494	20,000	506	20,000
Membership dues	0	0	495	0	(495)	0
Miscellaneous expense	500	250	1,025	1,000	(25)	1,000
Office expense	450	575	2,312	2,300	(12)	2,300
Office supplies	140	250	358	1,000	642	1,000
Parking & mileage	609	750	1,731	3,000	1,269	3,000
Postage & delivery	136	375	1,078	1,500	422	1,500
Printing, web design & maintenance	234	500	1,191	2,000	809	2,000
Professional development	0	750	0	3,000	3,000	3,000
Publications & subscriptions	0	63	21	250	229	250
Rent expense	2,955	5,048	17,085	20,193	3,108	20,193
Telephone & internet	500	750	2,617	3,000	383	3,000
TOTAL ADMINISTRATIVE EXPENSES	\$ 79,803	\$ 104,139	\$ 391,376	\$ 416,553	\$ 25,177	\$ 416,553

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