



[Robina Foundation](#)

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ROBINA FOUNDATION
Board Meeting

Conference Call

Monday, November 16, 2009
9:00 a.m. – 11:00 a.m. (CST)

Robina Foundation Board of Directors Meeting

Conference Call

Monday, November 16, 2009

9:00 a.m. to 11:00 a.m. (CST)

Participant Instructions:

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

Time	Agenda Item	Tab #
9:00 a.m.	Welcome and Call to Order – Aamoth	
9:05 a.m.	Minutes of August 2009 Board Meeting – Schroeder - Action Item	1
9:10 a.m.	President's Report - Aamoth A. Governance – Officer Election – Action Item B. Human Rights Report sent to CFR, UofM, Yale C. Discussion of New Board Member Possibilities	2
9:20 a.m.	Committee Reports A. Grants Program – Schroeder 1. Abbott Northwestern Update – Action Item 2. Quarterly Reports from CFR, UofM, and Yale	3
10:20 a.m.	Committee Reports Continued B. Finance - Crosby 1. Third Qtr Financial Statement (CBIZ Report Enclosed) – Action Item 2. J. P. Morgan Estate – Update 3. USBank and TIFF – Update C. Legal Update – Crosby D. Executive Director Search – Crosby	4
10:50 a.m.	Future Board Meetings – Aamoth – Action Item	5
10:55 a.m.	Other Business	
11:00 a.m.	Adjournment	

Gordon

Moderator Instructions:

1. Dial your Reservationless Conferencing access number: 1 866 633 3380
(Note: If you are an International Reservationless Conferencing customer, dial 1 720 348 6863)
2. Dial your Reservationless Conferencing room number: *3167335*
(Note: the star key must be pressed before and after your room number.)
3. Dial your Moderator Personal Identification Number (PIN): *2262*
(Note: the star key must be pressed before and after your PIN.)

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**Robina Foundation
Meeting Minutes
August 25-26, 2009**

A meeting of the Board of Directors of the Robina Foundation, a Minnesota nonprofit corporation, was held on August 25-26, 2009, in the Conference Center of Faegre & Benson in Minneapolis, Minnesota.

Board Directors Gordon Aamoth, Thomas Crosby, Peter Karoff and Steven Schroeder were present at the meeting. Lois Quam was absent from the meeting. Also present were Nancy Gilberg, Foundation Administrative Consultant, and Georgia O'Brien, former employee of Faegre & Benson who served as recorder.

August 25, 2009

Call to Order and Welcome

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

Disclosures/Conflict of Interest Policy

Gordon Aamoth, Foundation President, asked the Board Members if there were any new disclosures that might present a conflict of interest. Gordon, Peter, and Steven had no new disclosures. Tom stated that he has been asked to be part of a seminar series at the University of Minnesota Law School on an uncompensated basis, but at this time had not made a decision regarding his participation.

Minutes

The Board Members reviewed the Minutes of the May 18, 2009 conference call meeting. Steven commented that on page 4 of the Minutes, John Borroughs last name was misspelled and needed to be corrected to **Borrows**. Tom asked that at the beginning of the May 18th Minutes (where we list the Directors present and absent at the meeting) should reflect that Peter Karoff entered the meeting at 10:30 a.m.

Following no further corrections to the minutes, a motion was made, seconded, and unanimously approved to accept the minutes.

Governance

Gordon stated that the following issues needed to be addressed:

- Lois Quam's status on the Board
- Re-election of Peter Karoff
- Compensation for Board Members

Tom led the discussion on the issues presented by Gordon. Tom said he would obtain Lois Quam's resignation on behalf of the Board.

Tom also proposed that Peter be elected to a second term, expiring in August of 2012.

A motion was made and seconded to obtain and accept Lois Quam's resignation and to reelect Peter Karoff to a second term. The motion was unanimously approved.

Discussion regarding Lois Quam's resignation brought up the need to recruit candidates as her replacement. The following names were submitted for consideration: Kathleen Blatz, former Chief Justice of the Minnesota Supreme Court; Susan Berresford, former President of the Ford Foundation; Kathy Bushkin Calvin, Executive Vice President and COO of the United Nations Foundation; Judy Kirk, Vice President of the University of Minnesota Foundation; Noa Staryk, Jim Binger's granddaughter; and Marnie Pillsbury, Philanthropic Advisor to David Rockefeller.

Regarding the issue of compensation, Tom confirmed that each Board Member receives \$10,000.00 annually which is paid quarterly and that Lois Quam was compensated through the second quarter. The Board voted to continue the \$10,000.00 annual compensation for each Board Member and approved \$175,000.00 annual compensation for the current President.

Board members also discussed the possibility of increasing the members to six or seven. If six, it could possibly include three local and three from outside the region.

President's Report

Gordon reported that following the results of the audit, it was necessary to draft an addendum to the Investment Policy. He handed out copies of the addendum, which reads as follows:

Addendum to Investment Policy (08 25 09)

The President and Investment Committee Chair have made a temporary change in the Investment Policy allocation to allow for the sudden recession in the global economy as of the fall of 2008 continuing through 2009. We have elected to have 80% cash equivalents and short terms bonds and 20% in equities until the evolution of the recession is clarified at which time we will recommend to the Board to resume our position stated in the Investment Policy of August 2008.

A motion was made to approve the Addendum to the Investment Policy. The motion was seconded and unanimously approved.

Human Rights Report

Barbara Frey and Garth Meintjes, human rights consultants to the Foundation, were introduced and Gordon asked for an interactive discussion of their report.

Barbara stated that there are four domains in their report:

- The Right to Health
- Human Rights and Migration
- National Security and Human Rights
- International Legal Education

Peter said he would like to see a focus on health issues and international law, building on existing Robina-funded institutions to reach beyond their own organizations. Tom observed that he sees more opportunity with the legal side because of the multiplier effect of training lawyers in human rights and encouraging careers in that field.

Steven recommended having a conference with representatives from government and the legal field to explore how Robina can join its partners in human rights issues and provide funding.

Garth Meintjes pointed out the strength of legal education at Yale Law School and the University of Minnesota Law School in addressing the four domains stated above, particularly with emphasis on international legal education. He also stressed that the four Robina beneficiaries be encouraged to explore other areas besides legal education.

Tom recommended that the Human Rights Report be sent to the Council on Foreign Relations, the Yale Law School, and the University of Minnesota Law School to inform them of the Foundation's interests in this field.

Committee Reports

Audit

Julie Richardson of Wilkerson Associates presented the Audit Report of the Foundation for the year ended December 31, 2008. The Board discussed the Audit Report and the Management Letter.

Gordon stated that a private foundation is not required to do an audit, but asked whether Robina should do an annual or three year audit. Tom responded that the time frame depends on distribution of the remaining assets to Robina, and the need for someone other than the Board to review the documents coming from that distribution. Julie Richardson suggested that Anne Ledwein of the CBIZ office could provide accounting and estate review services.

Julie Richardson offered that the cost of a first time audit is approximately \$14,000 and is higher than an on-going audit done annually, which could range from \$10,000 - \$11,000 annually. The Board agreed to further discuss at a later date the matter of having an audit each year.

A motion was made and seconded to accept the Audit Report, and the motion was unanimously approved.

Legal

With regard to Robina's allotment from the Binger Estate, Tom said that there continue to be IRS issues that need to be resolved which will not require Robina or the Estate paying any money back to the IRS; primarily the gift tax refund claim. Therefore, we will pursue additional distributions from J. P. Morgan to the Foundation this year.

Finance

The financial statements from CBIZ for the first and second quarter of 2009 were reviewed.

Tom asked if financial statements need to be done each quarter. Gordon said that the cost of running financial statements is low and that quarterly statements are standard procedure.

Tom said that going forward the listing in the Schedules of Administrative Expenses under Contract Services of Nancy Gilberg should be deleted because she is employed by Baker Management. He also stated that because Gordon has moved to a smaller office, the rent going forward will be less.

A motion was made, seconded and unanimously approved to accept the first and second quarter 2009 financial statements.

Grants Program Continued

University of Minnesota Law School

David Wippman from the University of Minnesota Law School expressed thanks to the Board for Robina's support and made his presentation.

Discussion following David's presentation revolved around questions about human rights, the Law School's vision for its future direction, and how Robina can be instrumental in supporting the school's vision, goals and programs.

Abbott Northwestern

Gordon introduced the Board members to Abbott representatives Dr. Richard Adair and Heather Britt, and Jon Christianson from the University of Minnesota Public Health Department.

Dick expressed his thanks to the Board for its support to Abbott. He went on to discuss the mission of Phase I – to design and staff the initial framework to improve care for chronic disease and make improvements in primary care. He stated that the chronic disease program is a research model which provides a quantitative way to do research (i.e. blood pressure, smoking). He described the Care Guide Program and distributed handouts with Care Guide stories.

With regard to funding, Dick said that Abbott is currently under budget and asked for tentative approval to plan and move into Phase II which is the expansion of the program to additional clinics, using the unspent money from Phase I. Gordon recommended that Phase I be completed by the November 16, 2009 Board Meeting at which time consideration would be given to plans and the budget for Phase II. If further grant funds are needed before that date, we can decide that by phone or email correspondence.

Other Business

NEA

Peter asked the Board to consider a grant to the National Endowment for the Arts (NEA) in recognition of Rocco Landsman's appointment as Chair of the Endowment. Tom had questions regarding the budget for NEA and asked if there would be any place for a private grant to NEA which would meet Binger's objectives. No action was taken on the NEA proposal.

Future Board Meeting Dates

The Robina Board Members set the following Board Meeting dates:

November 16, 2009 – Conference Call – 9 a.m. – 11 a.m. (Central Standard Time)

February 22-24, 2010 – Board Meeting at Yale University

May 18, 2010 – Conference Call - 9 a.m. – 11 a.m. (Central Daylight Time)

August 23-25, 2010 – Annual Board Meeting in Minneapolis

The first day's meeting was adjourned at 4:30 P.M.

August 26, 2009

Committee Reports Continued

Grants Program Continued

Council on Foreign Relations

After introducing Jim Lindsay as Director of Studies at CFR, Stewart Patrick began his report by presenting background information about the Council. Jim Lindsay discussed his role as Director of Studies, coordination of fellows from academia, the military, government, and the private sector, and assuring a high quality of the CFR work product.

Peter asked if the Council has a review process. Jim explained that the Council has a very thorough internal and external review for all publications.

Tom inquired what the council is doing to make a difference. Stewart responded that the Council's mission is to develop new ideas and approaches by which they can influence decision makers on global issues.

Steven said that the Foundation is asking the Council to report on the progress of the governance reform projects beyond the specific reports and meetings. He would like the Council to track their process and impact and highlight changes that need to be made. Both Jim and Stewart undertook to emphasize how Robina's funding makes a difference in future reports.

A motion was made and seconded to approve the Council on Foreign Relations' budget, the spending of the carryover, and the second year funding. The motion was unanimously approved.

Yale Law School and Yale Drama

The Board reviewed the reports for Yale Law School and Yale Drama.

A motion was made to approve the second year funding grant for Yale Law School and Yale School of Drama. The motion was unanimously approved.

Executive Session

The Board met in Executive Session to receive a report from Susan Boren of SpencerStuart on governance issues. Ms. Boren and her firm had previously been commissioned to review the governance structure of the Foundation including roles of staff members, the Board of Directors, each member of the Board, and the Board Chair.

Other Business

There being no other business, the meeting was adjourned.

Respectfully Submitted,

Steven A. Schroeder, Secretary

Date

ROBINA FOUNDATION BOARD SLATE
August 24, 2009

Name/Office	Elected to 1 st Term Elected to 2 nd Term	1st Term Expires 2 nd Term Expires	2nd Term Proposed
Gordon M.Aamoth, MD President	9/1/04 9/1/07	8/31/07 8/31/10	
Thomas M. Crosby, Jr. Chair	2/20/07	8/31/10	
Peter Karoff	12/1/06 8/31/09	8/31/09 8/31/12	8/31/09 – 8/31/12
Lois E. Quam	8/26/08	8/31/11	Resigned effective 9/1/09
Steven Schroeder, MD Secretary	9/1/04 9/1/07	8/31/07 8/31/10	

September 1, 2009

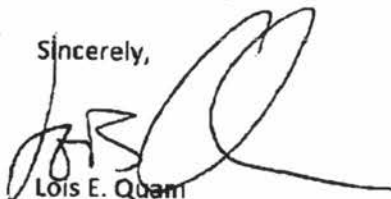
Board of Directors
Robina Foundation
4900 IDS Center
80 South 8th Street
Minneapolis, MN 55402

Gentlemen:

I submit my resignation as a member of the Board of Directors of the Robina Foundation as of the date of this letter.

I regret that my personal circumstances are such that I am unable to be an active Board Member and will maintain my interest in the Foundation's activities.

Sincerely,



Lois E. Quam

ROBINA FOUNDATION

October 13, 2009

Richard Haass, President
Council on Foreign Relations
58 East 68th Street
New York, NY 10065

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

Stewart Patrick, Sr. Fellow and Director
Program on International Institutions and Global Governance
Council on Foreign Relations
1779 Massachusetts Avenue NW
Washington, DC 20036

Jim Lindsay, Sr. VP, Director of Studies
and Maurice R. Greenberg Chair
1777 F Street, NW
Washington, DC 20006

Dear Richard, Stewart, and Jim:

Robina Foundation has a special interest in human rights.

At our August 2009 Annual Meeting a research scan on Human Rights was presented to the Board by Barbara Frey, University of Minnesota, Human Rights Program, and Garth Meintjes, formerly with the Jett Foundation. Human rights were analyzed in the context of international legal education, national security and human rights, and the right to health.

We are sending one copy of the report to you to provide your organization with background information of the Foundation's interest in human rights.

To the extent you care to comment on the report, we would appreciate your views. No comment is required.

Sincerely,

Gordon M. Aamoeth, MD
President, Robina Foundation

Enclosure (Haass only)

** Email that
sent Richard Haass
and his staff were
looking at it - HR scan*

ROBINA FOUNDATION

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

October 13, 2009

Robert C. Post, Dean
and Sol and Lillian Goldman Professor of Law
Yale Law School
P. O. Box 208215
New Haven, CT 06520-8215

Dear Robert:

Robina Foundation has a special interest in human rights.

At our August 2009 Annual Meeting a research scan on Human Rights was presented to the Board by Barbara Frey, University of Minnesota, Human Rights Program, and Garth Meintjes, formerly with the Jett Foundation. Human rights were analyzed in the context of international legal education, national security and human rights, and the right to health.

We are sending a copy of the report to you to provide your organization with background information of the Foundation's interest in human rights.

To the extent you care to comment on the report, we would appreciate your views. No comment is required.

Sincerely,

Gordon M. Aamo, MD
President, Robina Foundation

Enclosure

Peggy J. Birk

808 Mt. Curve Ave., Minneapolis, MN 55403 H: (612) 285-9266 C: (612) 801-7896 pegbirk@comcast.net

PROFILE:

Dynamic senior executive respected for intellect, integrity, and leadership of complex organizations in business, government, and philanthropy. Valued for problem solving ability and consistent achievement of strategic goals with diplomacy and focus.

Passionate about accomplishing results by inspiring growth in organizations and individuals, influencing public policy, transforming cultures, and modeling best practices. Key competencies include:

- Visionary Leader
- Skilled Public Speaker
- Effective Strategist
- Strong Analyst
- Trusted Advisor
- Diplomatic Team Player

PROFESSIONAL EXPERIENCE:

Interim Solutions, LLC, Minneapolis, MN **President and CEO**

Nov. 2007 – Present

Interim Solutions, LLC in Minneapolis provides executive interim services to foundations, corporations and non-profits during leadership transitions.

- Executive Director of the George Family Foundation. Led all aspects of foundation's operations through complex transition from long-term consulting relationship to independent foundation with staff of two full-time and two part-time employees. December 2008-December 2009.
- Co-Executive Director of the Minnesota Early Learning Foundation (MELF) to assist Executive Director, Duane Benson, with program management and evaluation, fundraising, and staffing needs for MELF to achieve its mission by December 31, 2011. January 2008 – October 2008.

Briggs and Morgan, P.A., Minneapolis, MN **Of Counsel Attorney**

May 2007 – May 2008

Briggs and Morgan, P.A., Minneapolis, Minnesota is a prominent full service law firm offering business law and litigation services to clients across the United States. The firm has been recognized as a "Go To" law firm in corporate transactions, corporate governance and litigation by Corporate Counsel Magazine.

- Served as an Of Counsel attorney bringing a solid business network and extensive general counsel expertise.
- Assisted with coaching and mentoring attorneys, philanthropic endeavors, and business development plans.

McKnight Foundation, Minneapolis, MN **Interim President**

2005 – Sept. 2006

The McKnight Foundation, Minnesota's largest private foundation was established in Minneapolis by William McKnight, CEO of 3M Corporation, and his wife Maude. This place-based family foundation granted about \$93 million in 2006 and has assets of approximately \$2.2 billion. McKnight's mission is to improve the quality of life for present and future generations through grantmaking, coalition-building, and encouragement of strategic policy reform.

As Interim President, managed a 38 person professional staff and operations which included grant approvals totaling approximately \$90 million. Led the adoption of a restated mission and values, and managed a reorganization to increase administrative efficiency.

- Appointed interim president for thirteen months after serving four years as the only non-family board member; continued as a transition consultant and returned to previous seat on the board.
- Managed daily operations encompassing assets of over \$2 billion, increased staff size by 20% to handle grant approvals totaling over \$90 million, and directed the activities of 38 professional staff.

Peggy J. Birk

808 Mt. Curve Ave., Minneapolis, MN 55403 H: (612) 285-9266 C: (612) 801-7896 pegbirk@comcast.net

- Represented the foundation in public and private settings in addition to public speaking opportunities domestically and abroad.
- Collaborated with other community leaders to address the foundation's grantmaking in regional, national, and international social issues which impact children and families, the arts, the environment, education, housing, economic development, and research.

Federated Insurance Companies, Owatonna, MN **Senior Vice President and General Counsel**

1999 - 2005

Federated is a Fortune 1000 Company and one of the largest multi-line insurance companies in the United States providing commercial property casualty, group health and life, and personal insurance coverage, with \$3 billion consolidated assets and \$1.2 billion total premiums in 2005.

As Senior Vice President and General Counsel, served as chief legal officer and assistant corporate secretary and advised the board and management on legal and business issues as well as government relations and legislative matters. Directed the legal department consisting of three lawyers, one compliance officer, two legal assistants, and a paralegal.

- Transformed company's legal function by creating value-added partnerships with clients to help them manage risk and achieve business objectives.
- Conducted gap analysis and provided the oversight for successful compliance with Patriot Act and Sarbanes-Oxley Act legislation. Managed all government relations from local to national levels.
- Successfully completed multifaceted transactions including acquisitions and sales of insurance businesses.
- Developed and implemented a cost-effective system for using outside firms to manage complex litigation.

American International Group Inc. (AIG), New York, NY **General Counsel – Domestic Brokerage Group (DBG)**

1998 - 1999

American International Group, Inc. (AIG) is a world leader in insurance and financial services and among the largest underwriters of commercial and industrial coverage in the United States. AIG has operations in more than 130 countries and jurisdictions. It serves commercial, institutional, and individual customers through the most extensive worldwide property casualty and life insurance networks of any insurer.

Responsibilities as General Counsel encompassed a broad range of duties including managing a staff of 120 (including 40 attorneys), spearheading a reorganization, serving as counsel for the six US businesses, and managing oversight of all legal services.

- Effectively managed a budget of \$17 million. Ensured the effective management of complicated workloads while leading a budget reduction of 20% and reorganization of the legal department.
- Served as general counsel for AIG US businesses; functioned as board director on numerous AIG subsidiaries and affiliates; oversaw all legal services, litigation, mergers, acquisitions, regulatory compliance, and state relations.
- Consistently secured approval from state insurance departments to implement creative, cutting-edge products.

City of Saint Paul, Saint Paul, MN

City Attorney, Appointed by and reported to Mayor Norm Coleman (current US Senator)

1997 - 1998

Minnesota's capital city with a population over 270,000. The Saint Paul City Attorney's Office is the second-largest municipal law office in the state of Minnesota. It provides legal counsel to the Mayor, the City Council, and city departments. In addition, the Saint Paul City Attorney's Office prosecutes criminal violations of city ordinances and state misdemeanor and gross misdemeanor statutes.

Responsibilities included managing a 60 member staff, oversight of all aspects of municipal law, providing leadership for a staff of attorneys and support staff, and serving as a representative of the city for labor relations and media inquiries.

- Appointed by Mayor Coleman, during a time of major economic development, to manage a budget of \$4.3 million and represent the office in city negotiations relating to the Minnesota Wild, Excel Energy Center, the Science Museum, and Lawson Software.
- Effectively managed 35 attorneys and 26 support staff and provided oversight for all aspects of municipal law, including criminal, civil litigation, and general civil/economic development.

Peggy J. Birk

808 Mt. Curve Ave., Minneapolis, MN 55403 H: (612) 285-9266 C: (612) 801-7896 pegbirk@comcast.net

- Served as legal counsel for the Mayor's Office and City Council and provided counsel and support for legal issues in the Police and Fire Departments and administrative agencies.
- Successfully acquired funding to develop Community Court alternative and an innovative domestic abuse video camera pilot program.
- Represented the city to the media and managed labor relations in a unionized department, assisting city officials in avoiding major employee strike.

The Saint Paul Companies, Inc., Saint Paul, MN

Senior Government Affairs Counsel – Senior Corporate Counsel, Federal Affairs

1990 - 1997

The Saint Paul Companies was a diversified financial services company offering property, life, and liability insurance, as well as reinsurance, with operating revenues over \$5 billion.

Served in different divisions and in various capacities ranging from managing legislative and regulatory affairs, functioning as General Counsel for the Medical Services division, international litigation, and providing oversight of all federal lobbying efforts.

- Served in positions ranging from senior government affairs counsel to senior corporate counsel. Reported directly to the CEO as senior corporate counsel and ran all federal lobbying efforts in Washington, D.C.
- Led development and execution of litigation strategies; hired and managed outside counsel, provided leadership for successful resolution of complex, high-value cases involving international insurance and reinsurance issues.
- Handled matters regarding legislation, regulation, litigation, and compliance affecting medical liability insurance nationwide; advised underwriting business units of relevant developments in several key states.
- Served as general counsel for the Medical Services Division, the world's largest medical professional liability insurer. Successfully secured rate approvals for medical malpractice business in a 15-state region.

EXPERIENCE PREVIOUS TO 1990:

William Mitchell College of Law, Saint Paul, MN: *Adjunct Faculty Member* **1985 - 1990**

Minnesota Attorney General's Office, Saint Paul, MN: *Special Assistant Attorney General* **1984 - 1990**

Minnesota Court of Appeals, Saint Paul, MN: *Law Clerk to the Honorable Edward J. Parker* **1983 - 1984**

EDUCATION:

William Mitchell College of Law, Saint Paul, MN: Juris Doctor

University of Houston, Houston, TX: Bachelor of Arts – Philosophy

AFFILIATIONS:

Minnesota Women's Economic Round Table: Board of Directors (2006 – present)

Minnesota Early Learning Foundation: Board of Directors (2006 – present)

Center for Religious Inquiry, St. Mark's Cathedral: Co-chair with Vice President Walter Mondale (2006 – 2008)

Hubert H. Humphrey Institute of Public Affairs, University of Minnesota: Dean's Advisory Council (2005 – present)

McKnight Neuroscience Endowment Fund: Board of Directors (2005 – 2006)

Episcopal House of Prayer: Board of Directors (2004 – 2005)

Hamline University: Board of Trustees (2003 – 2007)

McKnight Foundation: Board of Directors (2002 – 2008)

Asian Pacific Economic Cooperation (APEC): Delegate, appointed by US Department of State (2002)

The International Alliance of Executive Women: Board of Directors (1999 – 2002)

*suggested as a member
possibilities from
annual Mtg 2009*

Judy Y. Kirk is the Executive Vice President and Chief Operating Officer for the University of Minnesota Foundation. She has devoted more than thirty years of service to the University. She is described as a visionary and an outstanding leader. She was instrumental in creating systems, processes, and personnel critical for the creation, maintenance, and growth of the University's top-ranked development effort. Under her leadership, the Foundation's information technology has been transformed and is a national model. The highly successful Campaign Minnesota was in large part a result of her efforts and the structure she created. Planned gift production increased by 300%. It is the most successful completed campaign of any public university. She has been an outstanding advocate for Deans, Chancellors, Directors, and Collegiate Development Officers regarding fundraising challenges and opportunities. She serves as a member on numerous boards and committees such as the United Way Education Cabinet, the American Council on Gift Annuities, and the Rotary Club of Minneapolis. "Where necessary or appropriate, she presided with grace and elegance. She is truly an asset to the University of Minnesota," one person wrote.



[Home \(http://www.unfoundation.org/\)](http://www.unfoundation.org/) » [About UNF \(http://www.unfoundation.org/about-unf/\)](http://www.unfoundation.org/about-unf/) » [Our Leadership \(http://www.unfoundation.org/about-unf/our-leadership/\)](http://www.unfoundation.org/about-unf/our-leadership/)

Kathy Bushkin Calvin

Contact person: [Katherine Miller \(mailto:kmiller@unfoundation.org\)](mailto:kmiller@unfoundation.org)

Kathy Bushkin Calvin is the Executive Vice President and Chief Operating Officer of the United Nations Foundation. The UN Foundation, a public charity, was created in 1998 with entrepreneur and philanthropist Ted Turner's historic \$1 billion gift to support UN causes and activities. The UN Foundation is an advocate for the UN and a platform for connecting people, ideas, and resources to help the United Nations solve global problems. The UN Foundation's work - focused on select global problems - is decreasing child mortality, improving disaster relief, protecting diverse cultures and environments, creating a clean energy future, empowering women and girls, and improving U.S.-UN relations.



Prior to joining the UN Foundation, Kathy served as President of the AOL Time Warner Foundation, which she led from its creation in 2001, when AOL and Time Warner merged. Kathy also guided AOL Time Warner's other philanthropic activities and was the chief architect of the company's corporate responsibility initiatives. She joined America Online in 1997 as Senior Vice President and Chief Communications Officer at America Online, following a career in politics, journalism and public relations.

Immediately prior to joining AOL, she was a Senior Managing Director at Hill and Knowlton, a global public relations company, where she led the U.S. Media Relations practice. For 12 years before that, she was the Director of Editorial Administration for U.S. News & World Report. From 1976 through 1984, Kathy served as Senator Gary Hart's press secretary in his Senate office and 1984 Presidential campaign.

Throughout her career, Kathy Calvin has taken an active role in a range of philanthropic activities. She currently serves on the boards of the International Women's Media Foundation, Internews, Share Our Strength, and the United Nations Association of the United States of America. In 1999 she and Art Bushkin founded the Stargazer Foundation, which provides free online tools for nonprofits through the web platform StargazerNET.net.

Kathy is a graduate of Purdue University and the recipient of numerous awards for leadership and philanthropy.

United Nations Foundation 1800 Massachusetts Avenue NW, Suite 400, Washington, DC 20036



Kathleen Blatz resigns from Minnesota Supreme Court

by Laura McCallum, Minnesota Public Radio
September 29, 2005

On the
day
that
John



Chief Justice Kathleen Blatz has resigned from the Minnesota Supreme Court, saying she wants to return to life as a private citizen. (MPR Photo/Laura McCallum)

AUDIO

Kathleen Blatz resigns from Minnesota Supreme Court (story audio)

Justice Blatz on MPR's Midday (9/30/05)

PHOTOS

Chief Justice Kathleen Blatz

Supreme Court Justice Paul Anderson

RESOURCES

Minnesota Supreme Court

Roberts was sworn in as chief justice of the United States Supreme Court, Minnesota's chief justice announced she's stepping down. Kathleen Blatz says eight years leading* the Minnesota Supreme Court is long enough. Her colleagues say she will be remembered for focusing on child protection issues, work that she plans to continue after leaving the bench.

St. Paul, Minn. — Kathleen Blatz is a former legislator and district court judge who was appointed to the Minnesota Supreme Court in 1996. Two years later, she became the first woman to lead the state's highest court. Blatz says she still loves the job, but decided it was time for a change.

"Eight years, I think, is a really good amount of public service in one position as chief justice, and I've been doing public service now for over half my life, and I think it's time to try to be a private citizen," she said.

Blatz says she doesn't have another job lined up, and has no plans to run for office again. She recently married Republican businessman Wheelock Whitney, and says she plans to spend more time with him and her three teenage sons. Blatz also wants to continue to work on issues that affect abused and neglected children, one of her top priorities since her time as a legislator.

"Kids are getting lost in the system," she says. "We can do better, and we must do better for kids. And so when I became chief justice, you know what? I ran out of excuses. If I could not help bring about some change, who could?"

Under Blatz's leadership, Minnesota overhauled its child protection system. She spearheaded the Children's Justice Initiative, designed to get abused and neglected kids out of foster care faster.

Last week, Blatz co-chaired a national child protection summit in Bloomington. Blatz' colleague, Justice Paul Anderson, says she's leaving the court "at the top of her game." He says Blatz will also be remembered for her advocacy for court funding.

"As a former legislator, she has had good relations with the Legislature, also with the governor. And so in this time of retrenchment and tight budgets, she has done a good job of preserving the budget for the court so we can do our job well," Anderson said.

Anderson says he will miss Blatz's intellect on the court. Former Gov. Arne Carlson says that's one of the many reasons he appointed her.



Partially Scanned Material

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Your guide to the names behind the news.

SourceWatchA project of the
Center for Media and Democracy

Marnie S. Pillsbury

From SourceWatch

Marnie S. Pillsbury "has been the Executive Director of The David Rockefeller Fund and Philanthropic Advisor to Mr. Rockefeller since 1990. She is a Trustee of The Rockefeller University and serves on the board of the Women's Campaign Fund, the Edward John Noble Foundation, and Rockefeller Philanthropy Advisors. She is also a member of the Council on Foreign Relations, the Advisory Committee for the David Rockefeller Fellows Program at the New York City Partnership, and the International Council for The Museum of Modern Art. Ms. Pillsbury served for many years as a Trustee of World Learning, formerly The Experiment in International Living, which operates in more than 40 countries around the world. She is also an advisor to a small grants program serving HIV/AIDS orphans and vulnerable children in South Africa. A graduate of Wellesley College (1965), Ms. Pillsbury received an M.B.A. from the New York University Stern School of Business in 1987." [1] (<http://www.iwhc.org/who/board/bios.cfm#marton>)

She is a director of the International Women's Health Coalition.

External links

- "Biography (<http://www.iwhc.org/who/board/bios.cfm#marton>) ", Accessed January 2007.

Retrieved from "http://www.sourcewatch.org/index.php?title=Marnie_S._Pillsbury"

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McKnight Foundation Board

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www.ncfp.org/FGN-Nov-Dec_2008/SeniorFellowNote.html - [Cached Version]
 Published on: 1/1/2008 Last Visited: 1/2/2009

I had the privilege of being on a panel at the National Center's 10th Anniversary symposium with four wonderful women in philanthropy: Judy Belk, Senior Vice President, Rockefeller Philanthropy Advisors; Julie Fisher Cummings, Managing Trustee, Max M. and Marjorie S. Fisher Family Foundation; Susan Packard Orr, Trustee, David and Lucile Packard Foundation; and Noa Staryk, Trustee, The McKnight Foundation.

...
 Noa Staryk talked about the heritage of her grandmother, Virginia McKnight Binger, whose father, founder William McKnight, gave her the opportunity to lead the foundation.

...
 Those same values were transmitted to Noa by her mother Cynthia who chaired the foundation for many years. Noa herself was the first fourth generation chair of the McKnight Foundation Board.

www.ncfp.org/about-board.html - [Cached Version]
 Published on: 3/16/2007 Last Visited: 3/16/2007

Noa StarykFormer Board Chair, The McKnight FoundationNoa Staryk is a trustee and past chair of The McKnight Foundation, where, in 1999, she succeeded her mother, Cynthia Boynton, as the foundation's top officer.Ms. Staryk joined the board of the Foundation in 1991 upon graduation from Brown University, and received her master's degree in public policy from the University of Chicago in 1995.Ms. Staryk's prior experience includes operating a small business in Chicago, volunteering full-time as a peer counselor and shift supervisor at Chrysalis, A Center for Women, in Minneapolis, interning as a child protection worker for the State of Illinois, and serving as a research assistant examining the relationships between low-income mothers and their children.

www.epip.org/fnc/fnc.php - [Cached Version]
 Published on: 2/19/2006 Last Visited: 2/18/2009

Noa Staryk, 33, Board chair, The McKnight Foundation, Minneapolis

As the great-granddaughter of McKnight Foundation founders, Noa Staryk remembers when foundation board meetings were held at her grandparents' home. She went from reluctantly addressing the board for a grant to a favorite program as a child, to joining the board in 1991, to succeeding her mother as chair in 1999.

Staryk earned a B.A. in community health from Brown University and an M.A. in public policy from the University of Chicago. "At McKnight, we strive to maintain grassroots support networks in human services, while simultaneously impacting issues on a systems level to make a broader difference."

Staryk does not like to "articulate being intimidated because of my age—that's a disservice to the work," she said. Rather, she hopes to embody the "perspective of a family member who is young and committed.

www.mcf.org/mcf/whatsnew/archives/Oct2003/mcknight03100 - [Cached Version]
 Published on: 10/7/2003 Last Visited: 3/10/2007

"In this economic climate, it's a real challenge for workers to look beyond simply hanging onto their current jobs," said Noa Staryk, McKnight's board chair.

www.mcf.org/mcf/whatsnew/archives/April2003/mcknight030 - [Cached Version]
Published on: 4/22/2003 Last Visited: 3/10/2007

"The site plays a unique role as one of the country's first 'cyber arts centers,' able to serve Minnesota's artists and patrons 24 hours a day," said Noa Staryk, McKnight's board chair.

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Council on Foundations | 2002 Ylvisaker Award (Rip... - [Cached Version]
Published on: 11/5/2007 Last Visited: 4/22/2008

I would like to acknowledge Noa Staryk, our Board Chair, whose clear leadership makes this kind of work possible. © 2009 Zoom Information Inc. All rights reserved.
Berde, who was responsible for guiding the McKnight team in their work on this effort, and the other McKnight staff members who are in the audience today.

BBeachHead-2009-08-24_RC001.1 OM11

Cuningham Group: News: Urban Currents - [Cached Version]
Published on: 5/12/2004 Last Visited: 8/12/2005

According to Noa Staryk, McKnight board chair, "(Rip's) lifelong connection to this community, his sensitivity in dealing with people, and his proven ability to manage complex policy issues and administrative challenges match the Foundation's vision, values and goals."

EF China | Contact Us - [Cached Version]
Published on: 8/14/2001 Last Visited: 9/19/2006

Noa StarykChair, Board of Directors, McKnight Foundation

Energy Foundation - [Cached Version]
Published on: 1/11/2006 Last Visited: 1/11/2006

Noa StarykDirector, The McKnight Foundation (Minneapolis, MN)

FNC | Cover Story - [Cached Version]
Published on: 1/6/2006 Last Visited: 1/6/2006

Noa Staryk, 33, Board chair, The McKnight Foundation, Minneapolis

As the great-granddaughter of McKnight Foundation founders, Noa Staryk remembers when foundation board meetings were held at her grandparents' home. She went from reluctantly addressing the board for a grant to a favorite program as a child, to joining the board in 1991, to succeeding her mother as chair in 1999.

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MINNESOTA COUNCIL
ON FOUNDATIONS

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Find out how to give

Top 25 Minnesota Private Foundations, 2008

Largest family and independent foundations based in Minnesota ranked by grants and program-related investments (PRIs) paid in 2008; released October 2009



[This information in printable format](#)

2008 Rank	Foundation	Grants/PRIs Paid	Grants/PRIs Paid in MN	Assets	FY End	2007 Rank
1	The McKnight Foundation	\$99,486,687	\$68,645,814	\$1,582,042,000	12/31/08	1
2	Fred C. and Katherine B. Andersen Foundation	\$38,354,110	\$26,000,000	\$574,716,301	12/31/08	3
3	Bush Foundation	\$34,656,828	\$26,943,400	\$681,000,000	12/31/08	2
4	Otto Bremer Foundation	\$28,749,371	\$20,113,022	\$638,466,755	12/31/08	4
5	Blandin Foundation	\$14,340,649	\$14,340,649	\$331,825,635	12/31/08	6
6	Northwest Area Foundation	\$12,187,044	\$2,559,185	\$337,607,563	3/31/09	5
7	The Jay and Rose Phillips Family Foundation	\$9,504,969	\$6,129,459	\$185,000,000	12/31/08	7
8	Carl and Eloise Pohlad Family Foundation	\$8,674,291	\$7,821,365	\$110,025,133	12/31/08	8
9	F.R. Bigelow Foundation	\$8,091,034	\$8,091,034	\$111,048,615	12/31/08	9
10	WEM Foundation	\$8,036,307	\$877,950	\$153,969,685	12/31/08	10
11	Robina Foundation	\$6,678,535	\$2,928,535	\$27,930,568	12/31/08	—
12	The Curtis L. Carlson Family Foundation	\$4,329,106	\$3,409,049	\$73,141,534	12/31/08	15
13	Alliss Educational Foundation	\$4,300,000	\$4,300,000	\$79,353,969	12/31/08	12
14	Andreas Foundation	\$4,126,378	\$30,000	\$61,610,508	11/30/08	11
15	Thomas J. Petters Family Foundation ¹	\$3,955,500	\$1,094,500	\$318	12/31/07	18
16	Richard M. Schulze Family Foundation	\$3,802,600	\$3,802,600	\$57,116,351	12/31/08	—
17	I.A. O'Shaughnessy Foundation, Incorporated	\$3,760,894	\$1,155,000	\$70,000,000	12/31/08	14
18	Healthier Minnesota Community Clinic Fund	\$3,556,921	\$3,556,921	\$26,376,898	12/31/07	—
19	Hugh J. Andersen Foundation	\$3,404,937	\$2,753,487	\$53,500,000	2/28/09	13
20	Albert W. Cherne Foundation	\$3,315,000	\$1,250,000	\$7,795,196	12/31/08	—
21	George Family Foundation	\$3,294,708	\$1,288,570	\$47,759,292	12/31/08	20
22	Patrick and Aimee Butler Family Foundation	\$3,205,255	\$2,889,055	\$49,767,137	12/31/08	19
23	Pax Christi Foundation	\$3,068,260	\$0	\$1,870,768	6/30/08	16
24	Mithun Family Foundation	\$2,938,600	\$1,379,300	\$40,475,691	12/31/08	23
25	Hardenbergh Foundation	\$2,933,500	\$2,670,500	\$56,914,000	12/31/08	17



FYI to BOO

THE CENTER FOR VICTIMS OF TORTURESM

LEADERSHIP LETTER
FALL, 2009

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

We've had 2 Robina
Fellows; this is a
fantastic program.
[Signature]

Dear Friends:

Our periodic Leadership Letters aim to keep you up to date on current events at CVT. Today I'm writing with news from our international healing and capacity building projects, as well as our public policy program. As always, with this letter please also accept our deepest thanks for your support.

International Healing and Capacity Building

CVT's strategic plan for the period 2006-2010 called for an expansion of our international work. These projects bring the gift of healing to thousands of torture survivors living in post-conflict situations. They also allow us to hire and train host country staff to serve as mental health counselors, thus helping to create mental health infrastructures staffed by clinicians who approach their work from a strong human rights perspective. When we wrote the plan, we were working in Sierra Leone and Liberia.

Although our work in Liberia ended earlier this year, we're still working in Sierra Leone in a project that cares for survivors of torture and human trafficking in the capital city Freetown. For the past three years we've been working in the Democratic Republic of Congo, where the level of sexual violence and other forms of torture shocks the conscience. And we've been working in Jordan since last December, where we're caring for Iraqi torture survivors: victims of Saddam Hussein's brutal regime, victims of the Sunni/Shia conflict, and sadly, victims of torture perpetrated by U.S. personnel.

I'm pleased to let you know that our international work is expanding significantly. With receipt of our first-ever grant from the European Union, we've expanded our work in Congo, where we're caring for torture survivors in an extremely remote part of the country. We're also building the capacity of torture survivor centers in Cameroon, Uganda and Kenya, and strengthening ties with the University of Lubumbashi in Congo, where a psychology program has the potential to train specialists in trauma care.

Our work with Iraqi torture survivors will expand, as we've just received State Department funding to work in Syria. We're now seeking authorization to work in Syria from its Ministry of Foreign Affairs. Once we receive that approval, we'll open centers in Damascus and Aleppo. Syria is hosting the largest Iraqi refugee population in the Middle East, and the number of highly traumatized torture survivors there—people who urgently need help—is enormous.

Zimbabweans have endured brutal torture under Robert Mugabe. We'll make a contribution to healing survivors there through a new relationship with a colleague organization called Counseling Services Unit. In a project slated to begin in January, we'll strengthen the clinical skills and personal resilience of front-line staff who care for survivors of torture and other forms of organized violence.

Restoring the Dignity of the Human Spirit

The Center for Victims of Torture works to heal the wounds of torture on individuals, their families and their communities and to stop torture worldwide. CVT is based in Minnesota with offices in Washington, D.C., Jordan, the Democratic Republic of Congo, and Sierra Leone.

For decades, Ugandans have endured torture at the hands of government and rebel forces. We'll make a contribution to healing survivors there through a new project funded by the International Criminal Court's Trust Fund for Victims. CVT will build the capacity of four partner centers in northern Uganda that care for victims of torture and severe war-related trauma. We'll conduct clinical assessments, provide some clinical supervision, and train counseling staff.

Public Policy and Advocacy

On the public policy front, it's now been eight months since President Obama, on just his second full day in office, issued an historic executive order banning torture. As the first human rights organization to propose such a Presidential action, and as the leading advocate and organizer in a campaign that brought together more than 100 senior leaders (including six former Cabinet Secretaries) from the military, national security, intelligence and foreign policy sectors, we were thrilled.

Much has happened in the intervening months. Vice President Cheney, now joined by his daughter, Liz, and aided by talk show hosts Bill O'Reilly and Rush Limbaugh, have been engaged in an aggressive campaign to paint President Obama as naïve on national security issues. They've been advancing the lie that torture works, and that torture keeps us safe.

Also since the executive order, a report by the International Committee of the Red Cross was made public. The report documented the ways in which United States personnel inflicted excruciating physical and psychological pain on prisoners.

We kept people naked in small cages. We beat them and slammed them into walls. We subjected them to waterboarding, a particularly cruel form of torture that suffocates people to the point of drowning.

Here are the words of prisoners tortured by the CIA, as told to Red Cross officials during confidential interviews.

"I was kept for one month in the cell in a standing position with my hands cuffed and shackled above my head and my feet cuffed and shackled to a point in the floor."

"Also on a daily basis during the first two weeks a collar was looped around my neck and then used to slam me against the walls of the interrogation room."

"I was then dragged from the small box, unable to walk properly, and put on what looked like a hospital bed, and strapped down very tightly with belts. A black cloth was then placed over my face and the interrogators used a mineral water bottle to pour water on the cloth so that I could not breathe."

That our nation descended into torture is shameful. That Vice President Cheney, Rush Limbaugh and others continue to defend the use of torture and cruelty is disgraceful. It's disheartening that we have to allocate scarce resources to addressing human rights violations that were committed by the United States, but here's where we're focusing our efforts:

- We're working for the establishment of an independent, nonpartisan commission to investigate the use of torture and cruel treatment of prisoners post-9/11.
- We're working against proposals for indefinite, or "preventive" detention.

- We're arguing that the Golden Rule should govern the admissibility of testimony obtained through coercion, a term that encompasses activities that range from the obviously benign to the obviously unacceptable.

At the same time, the appointment of exceptionally strong human rights proponents in the Obama Administration, including the National Security Council but especially the State Department, presents the opportunity to make progress on key human rights problems. We're engaged in discussions with the Administration, and have proposed the following initiatives:

- Integrate CVT's New Tactics in Human Rights project thinking into the State Department's Bureau for Democracy, Human Rights and Labor through training and the transfer of New Tactics tools.
- Apply CVT's "tactical mapping" methodology to strengthen efforts to end torture in a particular country or region.
- Strengthen international institutions that were weakened post-9/11, such as the Organization for Security and Cooperation in Europe and its Advisory Panel on the Prevention of Torture.
- Increase funding for torture survivor rehabilitation organizations.
- Use New Tactics methodology and tools to strengthen the capacity to use information regarding promising practices to end torture. This follows President Obama's June 26 announcement, acting on a suggestion from CVT, that the State Department would "solicit information from all of our diplomatic missions around the world about effective policies and programs for stopping torture and assisting its victims so that we and our civil society partners can learn from what others have done."

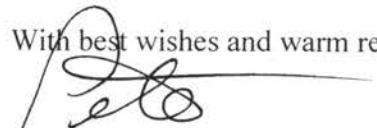
A Note about Finances

The worst economic conditions since the Great Depression continue to grip the nation and batter the non-profit sector. We continue to manage our finances carefully. Earlier this year we revised our financial forecast downward, and reduced expenses by \$350,000, or about 3% of our annual budget. That included some staff reductions. So far, our revised projections have been on target.

We're now into the all-important fourth quarter of the year, when we generally receive nearly 50% of annual contributions from individual donors. I'm worried about individual giving in the fourth quarter, but hopeful that our donors will be able to contribute generously so we can end the year with a balanced budget. I'll keep you up to date on this effort, as well as our effort to create a balanced budget for 2010. Next year will be very, very challenging from a financial perspective.

In the meantime, please know that we're deeply grateful for your support and honored to count you among our circle of closest friends. As always, if you have questions about our work, want to visit, or otherwise want to help out, please be in touch at 612-436-4868 or pdross@cvt.org.

With best wishes and warm regards,


Peter Dross

Director of Policy and Development

ROBINA FOUNDATION GRANTS AND GRANT REQUESTS

Updated September 2009

ORGANIZATION	DATE OF REQUEST AMOUNT REQUESTED	PURPOSE	STATUS OF REQUEST Amount and Date of approval or declination	GRANT PAYMENTS Amount Paid/Date	MONITORING AND EVALUATION	SCHEDULED PAYMENTS/REPORTS
Abbott Northwestern		Planning Grants 2005, 2006	Approved \$75,000 – 2005 \$50,000 - 2006	\$75,000 paid 2005 \$50,000 paid 2006		Paid in Full
Abbott Northwestern	11/14/07 \$5,244,500/3 years	Project: Transforming Health Care Delivery	Declined Request being revised. New request to be submitted 7/08			
Abbott Northwestern	7/08 \$5,995,070/3 years	Project: Care Guides in the Primary Care Office	Approved \$6 million/3 years – 8/08	\$1,253,535 paid 9/08	1 st Yearend Report to BOD on 8/25/09	2009 - \$2,373,233 2010 - \$2,373,232 - Note that 2009 and 2010 grants are contingent on continuation of project beyond initial pilot phase - Financial and narrative report due annually - Robina has asked for revised program budgets annually
Aspen Institute: Justice and Society Program	3/09 \$130,575/One Time	Hold a Judicial Seminar on "International Human Rights and Humanitarian Laws: Their Application in National Jurisprudence"	Approved \$130,575/One Time – 5/09	\$130,575 paid 6/09		Paid in Full
The Center for Victims of Torture	8/08 \$25,000/One Time	In Recognition of Edson W. Spencer's contribution as Board Member	Approved \$25,000/One Time – 8/08	\$25,000 paid 8/08		Paid in Full
Council on Foreign Relations		Planning Grant 2006	Approved \$50,000 - 2006	\$50,000 paid 2006		Paid in Full
Council on Foreign Relations	1/14/07 \$10M/5 years	Project: International Institutions and Global Governance	Approved \$6 million/3 years 1/08	\$2 million paid 2/08 \$2 million paid 9/09	1 st Yearend Report to BOD on 8/26/09	2009 - \$2 million – Paid 9/3/09 2010 - \$2 million 3 year final report due 2011, prior to consideration of additional 2 year grant
U of MN Law School		Planning Grants 2005, 2006	Approved \$75,000 – 2005 \$50,000 - 2006	\$75,000 paid 2005 \$50,000 paid 2006		Paid in Full
U of MN Law School	3/08	Special request from Dean Wippman for faculty retention and other initiatives	Approved \$250,000 3/08	\$250,000 paid 4/08		July 2008 - Brief financial and narrative report due Report was received and reviewed by board 5/08 Paid in Full
U of MN Law School	10/08 \$6,061,339 (revised amount exclusive of endowment support)	Project: Program on Law, Public Policy, and Society	Approved \$6,061,399/5 years 11/08	\$1.4 million pd 12/08 \$1,436,750 pd 9/09	1 st Yearend Report to BOD on 8/25/09	2009 - \$1,436,750 – Paid 9/3/09 2010 - \$1,480,338 2011 - \$850,854 2012 - \$893,397 Financial and narrative report due annually

Yale University		Planning Grant	Approved \$50,000 - 2006	\$50,000 paid 2006		Paid in Full
Yale University – Drama School	11/15/07 \$2.2M/3 years	Program: Yale Center for New Theatre	Approved \$2.85million/3 years 3/08	\$750,000 paid 4/08 \$750,000 paid 9/09	1 st Yearend Report to BOD on 7/31/09 (to make presentation in February 2010)	2009 - \$750,000 – Paid 9/3/09 2010 - \$1.35 million • Financial and narrative report due annually
Yale University – Law School	5/14/08 \$3M/3 years	Robina Human Rights Fellowship Initiative	Approved \$3 million/3 years	\$1 million paid 6/08 \$1 million paid 5/09	1 st Yearend Report to BOD on 6/08/09 (to make presentation in February 2010)	June 2009 - \$1 M – Paid 5/26/09 (request for an early payment) June 2010 - \$1 M • Financial and narrative report due annually
TOTALS			\$24,391,399 grants approved • includes planning grants of \$350K	\$12,345,860 paid through 9/09		\$7,559,983 – 2009 committed \$8,203,570 – 2010 committed \$850,854 – 2011 committed \$893,397 – 2012 committed \$17,507,804 total committed for future payment

Care Guides in the Primary Care Office Six Month Progress Report to the Robina Foundation Board

November 3, 2009

We report here a summary of 6 month data for phase 1 (pilot) of the care guide project including a statistical analysis, followed by a specific proposal for phase 2 (randomized trial) including details about size and budget. Based on this report, we are asking for approval to proceed with phase 2.

Phase 1 (pilot) 6 month results

Primary endpoints were specified before the study began:

1. Change in the total number of benchmark care goals achieved.
2. Change in each individual goal. In this report we provide details about the 4 clinically most important ones. Note that when individual endpoints and numbers become smaller, it is much more difficult to show significance statistically. For instance, only 86 of 332 patients were smoking at baseline, a small number to work with. Only 145 had diabetes.

Total care goals met increased from 67% of a possible 1743 goals at baseline to 77% of possible goals 6 months later, a **13% increase**. Correspondingly, total goals not met decreased from 33% at baseline to 23% at 6 months, a **30% decrease**. The **p value for these changes is less than 0.0001**, meaning these results would occur by chance less than 1 time in 10,000. Most of this change occurred in the first quarter, as patients learned about the importance of the care goals and signed a contract to work on achieving them.

Mean systolic blood pressure decreased from 134 mm at baseline to 130 mm at 6 months, **p = 0.001**.

Mean diastolic blood pressure decreased from 75 to 73, **p = 0.003**. To put these numbers in perspective, a decrease in 5 mm systolic or 2.5 mm diastolic pressure correlates with a 25% decrease in cardiovascular events (JNC VII).

Tobacco use declined from 86 patients to 77, **p = 0.01**. More people quit during the second quarter than during the first quarter. During the 6 months, 11 people quit and 2 resumed smoking. We defined quitting as one full month.

Hemoglobin A1c did not change, perhaps because this measures long term blood sugar control, or because managing diabetes includes weight, diet, and exercise, areas in which care guides may be less effective helpers.

Evaluating which patients benefit is a very important part of this research, specifically called for by editorials in major medical journals. After testing numerous variables and doing a multivariate analysis, the statisticians concluded

that improvement was strongly correlated with **how many goals were unmet at baseline**, but nothing else. Improvement was robust across all demographic categories (race, age, education, insurance type, immigrant status, language spoken at home) and in patients with different baseline answers to the PACIC questionnaire, which measures how patients are coping with chronic disease. None of the 3 care guides was more effective than the others. These results suggest there is not a sizeable group of patients at the bottom who are unreachable with this intervention, that the model is widely applicable, and that the results can't be explained by one very effective care guide.

Rates of hospitalization and emergency room visits did not change. It's probably too soon to expect this. Cost of medication did not change, indicating that improvement was not due to adding expensive medications.

Are the care guides accepted?

Patients on a formal advisory council have been very enthusiastic. A formal clinic "social network analysis" is ongoing and indicates good acceptance of the care guide model by clinic personnel. Survey responses are anonymous.

Planning for phase 2

Size of study

In August the Robina Board cautioned against making phase 2 too large or unmanageable. We discussed this with our statisticians, who requested that the study be large enough that each important subgroup of patients (smokers, uninsured, etc.) contain about 300 patients, to allow meaningful analysis. We think a good balance would be 4 clinics, with 3 or 4 care guides in each. We would increase care guide patient panels from 110 to 125 patients based on advice from current care guides. One nurse coordinator could supervise 6-8 care guides in 2 clinics not too far apart. We envision a staggered start. One of each coordinator's clinics could begin the labor-intensive process of hiring, training, and enrollment 3 months after the other. Randomizing in a 2:1 ratio would then produce 1500-2000 active patients and 750-1000 control patients.

Adding an experienced research manager is a welcome suggestion and is included in the new budget proposal. We would also like to create a position of "lead care guide" who can help with training and quality of data entry.

Seeking diversity in clinics and patients

Because the apparent success of the pilot program could have been influenced by several factors unique to the phase 1 clinic, we plan to select phase 2 clinics intentionally to be as diverse as possible, taking into account some practical considerations (not too far away, available space). We made a list of all clinics in our parent care system (Allina) in the Minneapolis-St Paul metropolitan area (**Robina Clinic Selection Grid**, attached). We excluded clinics using an

electronic medical record for less than one year, or too small to support 3 care guides (they learn and gain energy from each other).

The remaining clinics were listed by size, location, kind of provider (FP or IM), dominant type of insurance (public or private), and baseline performance on standard benchmarks. We looked for clinics representing each of the 3 historically separate groups within Allina (AMC, Aspen, and hospital based clinics), which retain separate leadership and culture. From the resulting grid, we have identified 4 potential clinics for Phase 2.

Choosing patients for enrollment

In phase 1, we enrolled all comers, indiscriminately. Many patients had met all goals at baseline; assigning such patients a care guide is an inefficient use of this resource. In phase 2 we plan to provide each primary care provider a list of patients who need help, and ask him or her to select those to refer for possible enrollment. Provider participation will be suggested but not mandatory. Rolling enrollment will occur in the clinic after an office visit is completed, a process that worked well in phase 1 and did not slow down patient flow. If further analysis discovers other patient characteristics that predict benefit from working with a care guide, these will be considered in preparing the patient lists. For example, there is a suggestion that patients with less social or family support, who do not bring family members with them to visits, may be more likely to benefit.

A second control group

The statisticians have expressed a concern about changes in behavior by control patients in clinics with care guides at work. For this reason, they recommend adding a separate group of control patients in clinics without care guides.

Feedback from outside reviewers

As of November 3rd, we have not received a response from a letter sent in September to Drs. Bodenheimer, Wagner, Safran, and Ms Coleman. We will consider their advice carefully when it arrives.

Budget

We present a detailed proposal for a Phase 2 budget that reflects this carefully refined research model (see **Phase 2 Budget**, attached). Because we now have a much better idea of actual costs, we have not included provisional costs that we don't really expect. We would prefer to make additional request for funds if this becomes necessary. This budget reflects 16 care guides, 3000 study patients, and 5000 patients interviewed (71% of interviewed patients enrolled during phase 1). We might reduce these numbers slightly after meeting with personnel at these clinics, depending on factors like available space, the number of providers who appear interested, and actual enrollment percentages.

Respectfully submitted,
Richard Adair, MD, Principal Investigator

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

Budget Category/Item

Phase 2

	Base Salary	FTE actual	months	Jan 2010 - August 2012
PERSONNEL				
Care Guides				
RCT Phase II	\$35,360	16	21	\$990,080
Project Coordinators (nurse)				
RCT Phase II	\$85,000	1.00	30	\$212,500
RCT Phase II	\$85,000	1.00	26	\$184,167
Research Project Manager	\$85,000	1.00	32	\$226,667
Lead Care Guide	\$40,000	2.00	30	\$200,000
Investigators				
Principal Investigator: Adair	\$180,000	0.30	27	\$121,500
Co-Investigator: Hosp Based clinic 1	\$180,000	0.20	27	\$81,000
Co-Investigator: AMC: McCarthy	\$180,000	0.05	27	\$20,250
Co-Investigator: AMC: clinic 2	\$180,000	0.20	27	\$81,000
Co-Investigator: AMC clinic 3	\$180,000	0.20	27	\$81,000
Co-Investigator: Aspen: leader	\$180,000	0.05	27	\$20,250
Co-Investigator: Aspen clinic 4	\$180,000	0.20	27	\$81,000
Institute for Health & Healing				
Care Guide Training Faculty: Vitale	\$70,000	0.03	2 days/pp	\$3,500
Additional Personnel				
Care Guide Trainers (3 MDs)	\$180,000	\$ 88	2/y for 8 h	\$4,224
Interviewing process (MD/project mgr)		\$ 70	32 hrs	\$2,240
Translation Services	\$47,840	\$ 55	50hrs*4	\$11,000
Technical & Analytic Support				
Clinical Decision Support	\$76,000	0.25	24	\$38,000
Health Informatics	\$85,000	0.15	32	\$34,000
Clarity Reporting	\$76,000	0.25	24	\$38,000
Analytic	\$97,000	0.15	32	\$38,800
IS/Excellian project manager	\$80,000	1.50	8	\$80,000
Publication/Writing Support	\$92,500	0.15	32	\$37,000
Operational/Financial Support	\$95,000	0.12	32	\$30,400
HR/Communications/Marketing Support	\$75,000	0.05	32	\$10,000
Benefits (29% of all above personnel)				\$761,707
University of MN Advisors				\$448,192
Process Evaluation: Christianson, Wholey, White				
Health Economics: Town				
Research Assistant	\$35,360	2.0	7.5	\$44,200
Personnel Total				\$3,880,677

ADDITIONAL COSTS				
Study Specific Clinic Visit Cost	\$115/visit		5,000 pts	\$575,000
Professional Meeting Attendance	ACP, AAFP, etc.		4 at each x 4	\$40,540
Training Development				\$5,000
Introductory video				\$15,000
Communications Materials				\$20,000
Patient & Family Advisory Council	1/qtr	\$581		\$27,888
Box lunches for training and QI				\$10,000
Furniture & Equipment, LCD projector	\$30,000/location	4		\$122,600
Research Support: IRB + SPA				\$4,000
Mileage	\$2,177		21	\$45,716
Additional Costs Total				\$865,744

Total Project Costs		\$4,746,421
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Robina Clinic Selection Grid 10/12/2009

	Patient Counts			Optimal Care			Providers		Payors							
				Diabetes % Optimal Control 8/4/09 > 39 %		Vascular % Optimal Control 8/7/09 > 48%										
Clinic	Type	Total pts	*Total Pts w/ elig DX		Upper tertile		Upper tertile	IM	FP	**Uninsured	Medicaid	Medicare	Private	****clinic location partners	Miles from ANW	Potential for CG workspace
~ANW GEN MED ASSOC-COC	Hosp	10867	3200	42.50%		41.40%		14	0	0.5%	0.7%	52.6%	46.3%	South/suburb	14	Adding space this fall
~BANDANA SQUARE ASPEN	Aspen	19188						17	0	1.3%	3.0%	55.1%	40.6%	Central/urban	9	space in waiting room
BLAINE AMC		4394	285	49.00%		59.10%		0	3	3.9%	4.9%	26.0%	65.3%	North /suburb	17	no blueprint
BLOOMINGTON ASPEN	Aspen	7876						7	0	1.4%	2.8%	52.3%	43.6%	South/suburb	12	1st floor tight, 2nd several could fit
BROOKLYN PARK	AMC	2333	111	52.10%		66.70%		0	3	1.8%	3.6%	16.2%	78.4%	West/suburb	16	no blueprint
CAMBRIDGE	AMC	29138	8806	36.00%		40.80%		3	21	3.3%	5.3%	48.5%	43.0%	North/rural	48	no blueprint
NORTH BRANCH		2379	473					0	3	3.2%	3.8%	41.9%	51.2%	North/rural	47	no blueprint
CHAMPLIN	AMC	19405	2033	42.10%		50.00%		0	7	2.5%	2.7%	25.9%	68.9%	West/suburb	20	1 in waiting room
~COON RAPIDS FP	AMC	46567	6571	42.90%		45.80%		1	25	2.9%	4.8%	29.5%	62.8%	North/suburb	20	2nd floor: 2 on each end
COON RAPIDS IM	AMC	5054	4833	45.50%		54.00%		8	2	1.8%	4.4%	45.8%	48.0%	North/suburb	20	1st floor tight, 2 max
COTTAGE GROVE	AMC	25366	2624	40.60%		49.00%		0	16	3.4%	5.0%	28.2%	63.5%	East/suburb	26	hard to eval, not certain
DOCTORS	AMC	9002	870	31.30%		60.20%		3	1	4.1%	7.5%	21.3%	67.1%	Central/urban	2	no blueprint
EAGAN	AMC	16987	2131	49.80%		53.70%		0	9	2.8%	3.8%	20.8%	72.7%	South/suburb	12	no blueprint
EAST LAKE STREET ASPEN	Aspen	2982						6	0	0.0%	8.7%	65.2%	26.1%	Central/urban	2	no blueprint
EDINA	AMC	10575	2987	41.30%		47.00%		6	0	1.5%	2.9%	52.8%	42.8%	South/suburb	9	space in waiting room
ELK RIVER	AMC	12288	1291	41.80%		50.60%		0	3	2.9%	2.6%	38.3%	56.2%	West/suburb	37	no blueprint
FARIBAULT	AMC	20438	3813	36.20%		48.10%		2	13	2.6%	4.3%	45.1%	47.9%	South/rural	51	1st or 2nd floor OK
FARMINGTON	AMC	8805	1267	42.50%		46.80%		0	6	3.4%	2.7%	34.8%	59.1%	South/rural	28	tight, 1 in waiting room
FOREST LAKE	AMC	17214	3135	46.50%		56.20%		0	14	3.2%	4.1%	35.0%	57.7%	North/rural	31	no blueprint
HASTINGS (First Street)	AMC	17942	4070	41.30%		47.40%		1	16	2.0%	3.0%	45.8%	49.1%	East/rural	27	space in waiting room
HASTINGS (Nininger)		10400	2081					0	10	2.2%	3.4%	47.4%	47.0%	East/rural	27	no blueprint
PRESCOTT, WI		1608	325					0	1 FT	4.0%	5.2%	46.5%	44.3%	East/rural	24	no blueprint
INVER GROVE HEIGHTS ASPEN	Aspen	10041						6	2	0.9%	2.7%	62.3%	34.1%	East/suburb	27	no blueprint
ISLES	AMC	8935	1543	45.20%		47.90%		8	0	1.4%	3.9%	43.2%	51.5%	Central/urban	9	no blueprint
MAPLE GROVE	AMC	12868	1103	36.7		50.80%		0	5	3.0%	3.7%	22.9%	70.4%	West/suburb	20	space in waiting room
MAPLEWOOD ASPEN	Aspen	10192						6	5	1.4%	4.0%	54.7%	39.9%	North/suburb	19	no blueprint
MORA	AMC	10161	2540	37.20%		43.20%		0	10	4.1%	8.1%	52.0%	35.8%	North/rural	72	no blueprint
HINCKLEY		3265	973					0	1 FT	5.2%	6.4%	44.5%	43.9%	North/rural	82	no blueprint
PINE CITY			716					0	1 FT	5.7%	6.7%	43.7%	43.9%	North/rural	70	no blueprint
NICOLLET MALL	AMC	15423	2959	39.10%		54.20%		9	0	1.4%	5.0%	48.8%	44.9%	Central/urban	3	no blueprint
NORTHFIELD	AMC	22453	4313	41.20%		49.70%		2	21	3.0%	2.6%	44.1%	50.3%	South/rural	43	space in waiting room, 1st floor
RAMSEY	AMC	15749	2349	41.20%		45.40%		1	7	2.7%	2.8%	33.8%	60.7%	North/suburb	30	no blueprint
SHAKOPEE	AMC	10525	2470	40.10%		43.10%		9	4	3.3%	3.8%	43.0%	49.9%	South/rural	23	space in waiting room
SHOREVIEW	AMC	21193	2938	43.20%		52.20%		2	10	1.2%	1.6%	43.9%	53.3%	East/suburb	13	space in waiting room
UNITED MED SPEC ST PAUL	AMC	7178	4699	35.80%		41.10%		4	0	1.4%	3.9%	41.8%	53.0%	Central/urban	11	no blueprint
WEST HEALTH (w/ Nic Mall)	AMC	11109	2084	38.00%		48.90%		2	3	2.3%	3.8%	35.3%	58.5%	West/suburb	13	no blueprint
WEST ST PAUL	AMC	18303	3369	42.90%		45.80%		0	12	2.8%	5.6%	41.1%	50.5%	East/urban	15	2010 planning remodel
WHITE BEAR LAKE ASPEN	Aspen	3177						4	0	0.4%	1.4%	63.5%	34.7%	East/suburb	15	no blueprint
WOODBURY	AMC	33763	3553	40.20%		49.30%		5	15	1.7%	3.0%	30.2%	65.2%	East/suburb	21	2nd and 3rd have room
~WOODLAKE	AMC	16069	3903	37.60%		51.90%		9	3	1.3%	3.7%	48.8%	46.2%	South/urban	6	1st has 1 space, more 2nd floor
**Uninsured includes Allina Partners Care																
****Clinic location partners= geographically close																
~XXXXX good match																
Light shading = meets Allina goals																
Dark shading = upper tertile																

September 25, 2009

Tomas Bodenheimer, MD, MPH
UCSF, San Francisco, CA

Ed H Wagner, MD, MPH, FACP
Katie Coleman, MSPH
Group Health Research Institute
Seattle, WA

Dana Gelb Safran, ScD
Blue Cross and Blue Shield of Massachusetts
Boston, MA

Dear Drs. Bodenheimer, Wagner, and Safran, and Ms Coleman:

Dr. Steve Schroeder suggested that we ask each of you for your advice about a research project testing an innovation in caring for patients with chronic disease in a primary care medical office. What follows is a brief description of the concept, hypothesis, and our work to date (phase 1), and then - the purpose of this letter - an outline of our preliminary thoughts regarding how to extend the work into a second, more rigorous phase 2. We are seeking your feedback and insight as we move forward in planning phase 2.

Overview

This research is being funded by the Robina Foundation in Minneapolis. You may recall having reviewed a now-discarded predecessor proposal for a project involving integrative medicine. Instead, we proposed that these funds, meant to support transformative healthcare research, should be channeled towards primary care delivery. I was selected to serve as PI because of my extensive experience in primary care practice and my interest in systems of care research. Dr. Jon Christianson from the University Of Minnesota School Of Public Health agreed to serve as co-PI. Our team decided to focus on the chronic disease model (1) and a modification of a previously described flexible, small care team (2). We are aware of the largely negative results of using off-site nurse navigators in Medicare demonstration projects (3), but also of the success of providing team support in a patient-centered medical home project in a clinic in Seattle (4).

We decided to try something new, a model that would be both inexpensive and practical, that could be adopted widely if successful, that could add value without dramatically altering the existing structure of outpatient practice.

Hypothesis

A new kind of employee in the primary care medical office--recent college graduates without previous clinical training but with strong interpersonal relations skills and a desire to help people--can help patients and doctors measurably improve care for chronic diseases at an acceptable cost.

We chose the name "care guide" for these new employees after testing multiple alternatives (navigator, coach, etc.) with patients. They saw a "guide" as someone who "provides direction but doesn't do it for you." In processing 144 applicants for 3 positions, we found that recent college graduates with an eventual interest in health care careers were the best fit. We found we could hire them for \$16/hour in this market without upsetting the existing office salary structure.

The care guides are located in the clinic, where they are encouraged to develop relationships with patients and staff. Each was assigned a panel of about 110 patients with hypertension, diabetes and/or congestive heart failure. They interact with their patients regularly by phone and in person, and interact with their primary care providers (PCPs) using electronic medical record (EMR) messages and "quarterly reports". Their primary task is to help everyone focus on standard treatment goals recommended by JNC VII, AHA, and ADA at the time the study began (for hypertension: BP < 140/90, not smoking; for diabetes: BP < 130/80, LDL < 100, Hgb Alc < 7, recent measurement of urine microalbumin, prescribing ACEI/ARB if microalbuminuria, pneumonia vaccination, recent retinal exam, not smoking; for CHF: measurement of LV systolic function; taking ACEI/ARB and beta blocker if LVEF < 35%, pneumonia vaccination, not smoking). The number of goals is different for each condition; about half the patients have more than one diagnosis.

We are currently in the middle of a one-year pilot project which has allowed us to test concept feasibility and refine logistics. Based on positive early results, we are planning a larger randomized controlled trial (RCT) as an extension of this work.

Research metrics

Primary: achievement of nationally recognized "best practice" treatment goals for hypertension, diabetes, and CHF at baseline, and 3, 6, 9, and 12 months post-intervention. Data points will be analyzed collectively and individually.

Secondary: emergency room visits, hospitalizations, cost of drugs, cost of this intervention, frequency and type of interactions between care guides/patients/PCPs, perceptions of this model by patients and clinic employees, and analysis of which kinds of patients benefit (age, sex,

insurance type, family support, responses to Patient Assessment of Chronic Illness (PACIC) questionnaire (5), etc).

Phase 1

Current activity is a one-year, non-randomized phase 1 pilot study in a single clinic using a before and after design, 332 patients, and 3 Care Guides. The clinic is located in inner-city Minneapolis, serves a low-income population, and is staffed by faculty and internal medicine residents. It was chosen primarily because it is the practice home of the PI.

First quarter results: At baseline, 1172 of 1750 possible goals were met; after the first quarter, 1308 of 1731 possible goals were met, a **12% increase in goals met and a 27% decrease in goals not met.**

(Possible goal numbers for the group changed slightly; for instance, once we knew a patient did not have microalbuminuria, taking an ACEI or ARB medication was no longer counted as a goal.) Mean blood pressure declined from 133/76 to 129/73. All these differences are highly significant.

Early Challenges: We encountered some unexpected problems and made adjustments as we learned how to fit this model into an existing clinic. One problem was that the patients who enrolled had already met 2/3 of their care goals at baseline. Another was that recruitment by telephone was unsuccessful. After 3 weeks we decided instead to enroll patients in clinic after a routine clinic visit and this has worked well. Nurses and doctors worried that care guides would try to give clinical advice, that in-boxes would be overwhelmed with messages, that care guides would slow things down in a busy clinic. These concerns have largely evaporated; the care guides understood and solved them with help from a nurse manager.

Care Guide Logistics: We developed a two week intensive training curriculum that provided basic information about the three targeted conditions and their treatment, patient privacy, motivational and interviewing techniques, and how to use the EMR. We emphasized the importance of not over-stepping the intended role and the non-clinical nature of the position. We developed patient education materials and tailored tools within the EMR to facilitate communication, although working with an overwhelmed IT support team to build the electronic tools proved difficult and time-consuming. We built office cubicles (desk, phone, computer, 3 chairs) for \$7000 apiece. After initial skepticism, these new employees have been welcomed by doctors and nurses, who are now referring tasks to them. Patients loved them from the start ("someone I can talk to", "someone who cares and can help").

Phase 2

We envision phase 2 as a larger RCT using about 14 care guides in 4 or 5 clinics. We would use the same time frame, hiring criteria, and metrics as in phase 1, but patient and clinic selection would be different as described below. We are planning to randomize in a 2:1 ratio (intervention to usual care). The usual care patients would receive a hand-out regarding best practice treatment goals but not the services of a care guide. At 125 patients per care guide (suggested by

current care guides) the enrollment aim would be 1750 active patients and 875 control patients. This is much larger than the number suggested by a simple 2 tailed power calculation, because we want to analyze how well this intervention works in different types of patients and clinics. We also plan to investigate a group of "outside controls" in non-study clinics, as done in the medical home demonstration project in Seattle (4).

Patient selection: For efficiency, we would like to target a group of patients predicted to benefit as indicated by phase 1 data. Identifying which patients would benefit most by such an intervention is as important as determining whether the intervention can work in an untargeted population (3). We plan to provide each PCP with a list of patients likely to benefit, and ask him or her to select patients to refer for possible enrollment. Based upon findings from phase 1, enrollment will occur in the clinics upon completion of an office visit, so that the process of seeing patients is not disrupted.

Clinic selection: To demonstrate exportability of the concept, we need much greater variety in terms of clinic characteristics and patient demographics than has been available during phase 1. The apparent success of the pilot program could have been influenced by local factors including the kind of patients served, the clinic's affiliation with a residency program, the daily presence of the PI, and the specific care guides hired. To make phase 2 more diverse, we carefully reviewed a master list of all clinics in our parent care system (Allina) within the Minneapolis-St Paul metropolitan area. We excluded clinics that have used the EMR for less than one year, clinics with insufficient space for care guide cubicles, and clinics already in the upper tertile of performance in diabetes and hypertension care. The remaining clinics were sorted according to size, location, provider type (family practice or internal medicine), dominant type of insurance (public or private), and their culture and leadership structure. From this pool we will choose a group of clinics that best provides diversity with regard to these parameters. We will also consider geography as a means to efficiency so that one nurse manager might serve multiple clinics.

As we continue to develop our plan for Phase 2, we are specifically requesting your input regarding anything that might help prove that this concept is generalizable, other things you would measure, any concerns that we are overlooking. We thank you in advance for reading this and for any suggestions you may have for us. Please provide input directly to Dr. Adair at adair001@umn.edu.

Sincerely,

Richard Adair, MD, Abbott Northwestern Hospital, Minneapolis
Jon Christianson, PhD, University of Minnesota, Minneapolis

References:

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COUNCIL *on* FOREIGN RELATIONS

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November 3, 2009

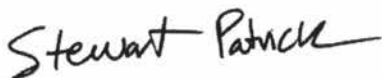
Dr. Gordon Aamoth
President
Robina Foundation
80 South 8th Street
Suite 4900
Minneapolis, MN 55402

Dear Gordon:

It is my pleasure to provide you and the Robina board with this mid-year update of the activities of the Council on Foreign Relations' International Institutions and Global Governance (IIGG) program for activities undertaken from July 1, 2009—November 1, 2009. As the initiative enters into its second year, it continues to generate wide interest among CFR's membership, within official policy circles in Washington, D.C., 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 for the IIGG program. It was a great pleasure to meet with the Board in Minneapolis, and we look forward to continuing to receive your input and advice.

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: July 1, 2009 – November 1, 2009

Entering its second year, the International Institutions and Global Governance (IIGG) program has made major strides in fulfilling our mission: analyzing the strengths and weaknesses of existing multilateral institutions and proposing reforms tailored to new global circumstances. Among other highlights, we have launched a high profile meeting series on emerging powers; expanded our research and publications on major global issues and institutions; launched an array of multi-media products; and engaged influential American and international policymakers. For a full list of activities and products from the IIGG program from July 1, 2009 to November 1, 2009, please refer to the attached appendix. The following update highlights the program's major achievements since July 1, 2009, and it explains our decision to make a few mid-course corrections.

One of our chief initiatives for FY10 was the launch of "Emerging Powers, International Institutions, and World Order," a meeting series that will take place in the United States, China, India, Russia, and Brazil. The series seeks to illuminate the rising power attitudes toward critical global governance challenges. We kicked off this initiative in mid-September with a high-profile, off-the-record workshop in Washington, DC, where senior members of the U.S. State Department and CFR experts discussed how to cultivate emerging powers as "responsible stakeholders." In December 2009, we will meet with influential Brazilian policymakers and academics in Rio de Janeiro. A similar event will occur in China in spring 2010, followed by meetings in New Delhi and Moscow. This topic will also be the focus of the second annual IIGG conference in summer 2010.

FB + GMA only

We have also expanded the Global Governance Monitor, launching a new package on global finance in September 2009. Since July 1, the Monitor has received over 15,000 page views, with heaviest web traffic arriving from the United States, the United Kingdom, South Africa, India, and Canada. The Monitor has been posted on approximately one dozen blogs, where it has been described as a "great video for training Congress," and we have received positive feedback on the project from prominent policymakers and academics, such as Barry Blechman (Global Zero), Stephen Mull (State Department), and Douglas B. Shaw (George Washington University).

We also continue to research and publish reports on international institutions and governance reform. We recently published "Prix Fixe and à la Carte: Avoiding False Multilateral Choices" in the *Washington Quarterly*, "Copenhagen's Inconvenient Truth" in *Foreign Affairs*, and *Global Imbalances, National Rebalancing, and the Political Economy of Recovery*, a CFR working paper. In the near future we will release separate Council Special Reports on the United States and "the New Asia;" on strengthening the nuclear nonproliferation regime; on UN Security Council reform; on bolstering NATO; and on combating mass atrocities. In addition to Council Special Reports, the IIGG program is poised to launch *Public Opinion on Global Issues*, the most comprehensive digest ever created on global and American public attitudes on an array of global issues, from nuclear nonproliferation to human rights.

Since submitting our annual report, we have made a few midcourse corrections to our second-year workplan. First, given the logistical demands of organizing major international meetings, we will extend our Emerging Powers meetings series into the third year—a possibility we had anticipated. Second, we have decided not to hold the workshop series on priorities for global governance reform, which we have found duplicates the in-depth, issue-specific work we have been conducting with the Monitor, particularly since the Monitor process already includes expert consultations and provides a built-in mechanism for cross-issue comparisons. Finally, in response to the interest the Robina Board expressed in August, we are refining ideas on how to address the areas of human rights and civil society in our FY10 agenda. We will update you once we have a defined plan.

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

A Program of the Council on Foreign Relations

UPDATE: July 1, 2009 – November 1, 2009

ANNEX OF COMPLETED AND ANTICIPATED ACTIVITIES FY10

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

- Updated the IIGG webpage, which houses all of our program's research and activities and ties them to current events as they pertain to multilateral cooperation and institutional reform;
- Held an off-the-record, high-level workshop on the role of emerging powers as responsible stakeholders with Anne-Marie Slaughter, director of policy planning at the U.S. State Department, and Esther Brimmer, assistant secretary of state at the U.S. State Department (September 11, 2009);
- Held multiple roundtable series, including: The United States and the Future of Global Governance; International Law; Nonproliferation; and Oceans Governance, on topics including:
 - *Discussing the President's Ocean Policy Task Force* with Nancy Sutley, chair of the White House Council on Environmental Quality (October 14, 2009);
 - *International Criminal Court and the Crime of Aggression* with His Royal Highness Prince Zeid Ra'Ad Al-Hussein, ambassador of Jordan to the United States (October 20, 2009); and
 - *Prospects for Pittsburgh: What to Expect at the G20 Summit* with presentations by David Shorr of the Stanley Foundation and members of the Centre for International Governance Innovation (CIGI) (September 15, 2009);
- Launched and updated the second issue package of the Global Governance Monitor, on global finance, which tracks and assesses challenges to industry, existing institutional arrangements, and the U.S. role in global finance;
- Held "Prospects for Northeast Asian Security Cooperation," a workshop in Tokyo organized by CFR Senior Fellow for Japan Studies Sheila Smith (October 12-14, 2009);
- Published "Prix Fixe and à la Carte: Avoiding False Multilateral Choices" an article in the *Washington Quarterly* by CFR Senior Fellow Stewart Patrick on the challenges of reforming global governance and the trade-offs of U.S. reliance on ad hoc coalitions of the willing versus standing international institutions;
- Published "Copenhagen's Inconvenient Truth," an article in *Foreign Affairs* by CFR Senior Fellow Michael Levi on the upcoming climate conference in Copenhagen;
- Published *Global Imbalances, National Rebalancing, and the Political Economy of Recovery*, an online working paper by Jeffrey A. Frieden, professor of government at Harvard University; and
- Held consultations on strengthening multilateral cooperation with U.S. and international policymakers, including: Michael Froman, deputy national security adviser for international economic affairs; Samantha Power, director for multilateral affairs of the National Security Council; Warren Bass, senior advisor to the U.S. ambassador to the United Nations; Derek Chollet, deputy director of policy planning at the U.S. State Department; and Luis Moreno-Ocampo, chief prosecutor for the International Criminal Court.

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

- Launch *Public Opinion and Global Issues*, a web-based digest of existing polling data on U.S. and global public attitudes toward the world's most pressing challenges, and the institutions designed to address them;
- Hold "Emerging Powers, International Institutions, and World Order," a workshop in Rio de Janeiro, Brazil, cosponsored by Fundação Getulio Vargas (December 8-10, 2009);

- Hold a second workshop in the series, "Emerging Powers, International Institutions, and World Order," in China (Spring 2010);
- Publish Council Special Reports (we will send you hard copies of reports when they are released), including:
 - *Strengthening NATO* by James Goldgeier, Whitney Shepardson Senior Fellow for Transatlantic Relations;
 - *United Nations Security Council Reform and the U.S. National Interest* by Stewart Patrick, CFR Senior Fellow, and Kara McDonald, CFR International Affairs Fellow in Residence;
 - *The United States in the New Asia* by Evan Feigenbaum, CFR senior fellow for East, Central, and South Asia;
 - *International Criminal Court and the United States* by John Bellinger, CFR adjunct senior fellow for international and national security law;
 - *Combating Mass Atrocities* by Matthew Waxman, CFR adjunct senior fellow for law and foreign policy; and
 - *Nuclear Nonproliferation* by Paul Lettow, CFR adjunct senior fellow
- Continue the CFR roundtable series on The United States and the Future of Global Governance; International Law; Nonproliferation; and Oceans Governance;
- Begin a new roundtable series on the global financial architecture;
- Hold a "Regionalism and Global Governance," workshop;
- Hold "Emerging Powers and Global Governance," our second annual conference (Spring/Summer 2010);
- Launch new components of the Global Governance Monitor, including on oceans, public health, climate change, and conflict;
- Hold "Organized Crime in the Western Hemisphere: An Overlooked Threat?" a symposium by Shannon O'Neil, CFR Douglas Dillon fellow for Latin America studies; and
- Cosponsor "New Foundations for Global Governance," a conference with Princeton University (January 2010).

We would be happy to provide you with more information about any of these projects and activities.



COUNCIL *on* FOREIGN RELATIONS

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

October 27, 2009

Dear Dr. Aamoth:

I write to invite your participation in the next meeting of the roundtable discussion series on U.S. foreign policy and the rule of law to take place **Wednesday, November 11, 2009, from 5:30 p.m. to 7:00 p.m.** at the Council's New York headquarters at 58 East 68th Street. This discussion, titled 'Foreign Direct Investment Regulation and National Security,' will feature Mario Mancuso, who from 2007–2009 served as undersecretary of the U.S. Department of Commerce's Bureau of Industry and Security, as well as a member of the Committee on Foreign Investment in the United States (CFIUS) advisory board of the National Intelligence Council, and a senior CFIUS regulator. Specifically, this roundtable meeting will examine how the U.S. government's understanding of the nexus between financial and economic globalization and national security is evolving, particularly in the area of foreign direct investment.

Before his confirmation as undersecretary of commerce by the U.S. Senate, Mr. Mancuso served as deputy assistant secretary of defense for special operations and combating terrorism from 2005–2007. Previously, he was an international corporate lawyer in New York and London, and an infantry officer in the U.S. Army. He is currently an international corporate partner at Akin Gump Strauss Hauer & Feld in Washington and New York, a visiting senior fellow for international security at the Hudson Institute, and a life member of the Council on Foreign Relations.

This series, which is sponsored by the International Institutions and Global Governance Program and made possible by the generous support of the Robina Foundation, serves as a venue for policymakers, scholars, legal professionals, and journalists to exchange ideas and reach conclusions on issues at the intersection of law and United States foreign policy.

I hope that your schedule will permit you to participate in this discussion, which will include wine and light refreshments. To attend, please RSVP before November 3 via email to gcopple@cfr.org or fax the attached form to 212-434-9867. Alternatively, you may call Gideon Copple at 212-434-9650.

Best regards,

Matthew Waxman

Adjunct Senior Fellow for Law and Foreign Policy

tel 212.434.9650 fax 212.434.9867

matthew.waxman@law.columbia.edu

Dr. Gordon Aamoth



COUNCIL *on* FOREIGN RELATIONS

58 East 68th Street, New York, New York 10065

The David Rockefeller Studies Program and the International Institutions and Global Governance Program welcomes your participation in a meeting of the Roundtable Series on U.S. Foreign Policy and the Rule of Law:

Foreign Direct Investment Regulation and National Security

Mario Mancuso

Partner, Akin Gump Strauss Hauer & Feld LLP;
Former Undersecretary for Industry and Security, U.S. Department of Commerce

Matthew C. Waxman

Adjunct Senior Fellow for Law and U.S. Foreign Policy, Council on Foreign Relations;
Associate Professor of Law, Columbia Law School
Presiding

Wednesday, November 11, 2009

5:30 –7:00 p.m.
at the Council on Foreign Relations
58 East 68th Street, New York, New York 10065

Name: Gordon Aamoth

Affiliation: Robina Foundation

Tel: 612-333-2313

Fax: 612-333-0182

Email: gaamoth@robinafoundation.org

UNIVERSITY OF MINNESOTA

Twin Cities Campus

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The Law School*

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October 26, 2009

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

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

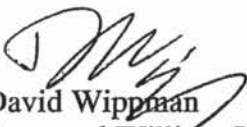
Dear Dr. Aamoth and Mr. Crosby:

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

I also wished to note that I have reviewed the Frey/Meintjes Report to the Robina Foundation on Selected Opportunities in the Field of Human Rights. The Report provides an excellent overview of some key issues in human rights, and some of the recommendations mesh nicely with the Law School's strengths and interests. I would like to share the report with key faculty here and solicit their input before offering more detailed observations regarding some of the report's themes.

Finally, I wanted to confirm that the Law School has received the Foundation's second installment of \$1,436,750. As always, we are deeply grateful for the Foundation's support.

All best regards,


David Wippman
Dean and William S. Pattee Professor of Law

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Enclosure

University of Minnesota Law School
Interim Report to the Robina Foundation
October 26, 2009

The following provides a brief update to our July 30, 2009 annual report.

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

John Borrows (indigenous rights and comparative constitutional law scholar) and Jennifer Green (human rights clinician) have joined the faculty with funding provided by Robina. We have interviewed two candidates for the third Robina-funded chair -- in law, science, and technology -- and expect to interview a third candidate later this fall. NIH recently awarded Susan Wolf's consortium two \$900,000 grants on subjects related to her Robina-funded research. (Susan was also recently elected to membership in the Institute of Medicine.) Antony Duff, probably the world's leading scholar on the philosophy of criminal law, delivered the Dewey lecture in September; we are discussing with Antony the possibility of a tenured faculty appointment, at 50% time, as part of a possible cluster hire in this area.

Robina-funded faculty research in these three subject areas is progressing well; we expect to award the remainder of the Robina research funds through a competitive process early in the spring semester.

B. Transformation of Curriculum and Teaching

Curriculum and teaching reforms outlined in the July report continue on track. This fall, two new experiential courses have been launched: Law, Public Policy, and Domestic Violence and a clinic on Environmental Sustainability. Three Robina-supported capstone courses and the new required first-year Practice and Professionalism course are set for this spring.

C. Robina Post-J.D. Fellowships

The Law School has awarded 25 Robina fellowships to 2009 graduates and placed them with local public interest and legal aid organizations. The Law School recently received a gift from an alumnus to fund five additional post-J.D. fellowships.

D. Annual Conferences

The Law School just held a Robina-supported conference on Exceptional Courts & Military Commissions. Conference papers will be published as an edited volume.

FY 2010

Total Expended to Date	\$ 261,235
Allocated for FY 2010	\$1,499,000

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

November 2, 2009

Via email: gaamoth@robinafoundation.org

Dear Dr. Aamoth,

It is my pleasure to provide the Trustees of the Robina Foundation with this quarterly update on the activities of the Yale Center for New Theatre:

Residencies

In July and August, the Center for New Theatre held two week-long writing retreats at Yale for its commissioned artists. The August retreat was in conjunction with Yale School of Drama's annual "Bootcamp," a four-day playwriting intensive led by Paula Vogel, Eugene O'Neill Professor (Adjunct) and Chair of Playwriting at the School and Playwright-in-Residence at Yale Rep.

Workshops

In the past three months, the Center conducted three workshops: *Meanwhile on the Other Side of Mt. Vesuvius* (July 30-August 1), *Creation* (August 18-20), and *Compulsion* (October 6-9). In the case of *Meanwhile on the Other Side of Mt. Vesuvius*, this was the second workshop for composer Scott Murphy and playwright Jay Reiss. The focus was to explore the structure and tone of the musical. The three-day workshop of Kate Walat's play, *Creation*, gave Kate the opportunity to hear her play read for the first time. Directed by Sam Gold, a cast of four professional actors participated in this process. Director Oskar Eustis led a cast of three actors and three puppeteers during the four-day workshop of Rinne Groff's *Compulsion*—scheduled to have its world premiere at Yale Rep in 2010—in an exploration of the use of puppetry in the play.

New Play Production

In the past three months, we have been in pre-production for our two world premieres: *Pop!* and *Compulsion* and I am pleased to attach press releases for both projects. Rehearsals for *Pop!* began on October 26th and previews begin November 27th. As you will see in the press release for *Compulsion*, we are delighted to announce the casting of Tony and Emmy Award Winner Mandy Patinkin in the lead role. Additional casting is underway.

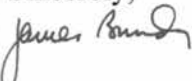
Commissions

Our commissioning program continues to be an important focus of the Center. We anticipate awarding the majority of this year's eight commissions in the winter and expect to share the roster of new writers with you when you visit New Haven in February.

As I mentioned in our year-end report, we hope the Foundation will extend the period in which we may make expenditures from the grant to FY14. Deborah Berman will formalize this request under separate cover.

We remain enormously grateful to you, the Foundation, and the Trustees for your extraordinary investment in the Yale Center for New Theatre. I look forward to your February visit to New Haven!

Sincerely,


James Bundy

Attachments



October 15, 2009

FOR IMMEDIATE RELEASE

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

**YALE REPERTORY THEATRE
ANNOUNCES
FULL CASTING AND CREATIVE TEAM FOR
WORLD PREMIERE OF**

POP!

**A NEW MUSICAL BY MAGGIE-KATE COLEMAN AND ANNA K. JACOBS
DIRECTED BY MARK BROKAW**

**CAST INCLUDES
DANNY BINSTOCK, RANDY HARRISON, DOUG KREEGER,
LESLIE KRITZER, CRISTEN PAIGE,
BRIAN CHARLES ROONEY, AND EMILY SWALLOW**

NOVEMBER 27-DECEMBER 19

YALE REPERTORY THEATRE (James Bundy, Artistic Director; Victoria Nolan, Managing Director) announces complete casting and the creative team for the world premiere of ***POP!***, a new musical with book and lyrics by **Maggie-Kate Coleman** and music by **Anna K. Jacobs**, directed by **Mark Brokaw**. ***POP!*** will play for 22 performances only, November 27-December 19. Opening Night is Thursday, December 3.

The cast of ***POP!*** includes **Danny Binstock** (Gerard), **Randy Harrison** (Andy Warhol), **Doug Kreeger** (Ondine), **Leslie Kritzer** (Valerie), **Cristen Paige** (Edie), **Brian Charles Rooney** (Candy), and **Emily Swallow** (Viva).

POP! will feature choreography by **Denis Jones**, musical direction by **Lynne Shankel**, sets by **Valérie Thérèse Bart**, costumes by **Ying Song**, lighting by **Kevin Adams**, sound by **David Budries**, projections by **Tal Yarden**, orchestrations by **Bruce Coughlin**, dramaturgy by **Catherine Sheehy**, and stage management by **Jenna Woods**.

ABOUT POP!

Who shot Andy Warhol? The fabulous drag queen Candy Darling hosts a happening whodunit musical in which the famous—and infamous—denizens of Warhol's legendary Factory all have motives to pull the trigger. But the pop art icon unravels an even bigger mystery as he confronts not only the prime suspects, but also his art and his own greatest creation: himself.

ABOUT THE CAST

DANNY BINSTOCK (GERARD) is a second-year MFA candidate at Yale School of Drama, where he most recently appeared as Dr. Dorn in *The Seagull*. His other theatre credits include *Paradise Lost*, *Man in Love* (Yale School of Drama); *Bones in Basket*, *Language of Angels*, *Nijinsky's Last Dance* (Yale Cabaret), as well as productions at the Signature Theatre, The Shakespeare Theatre, North Shore Music Theatre, and the New York Music Theatre Festival. He received his BFA in music theatre from the University of Michigan.

RANDY HARRISON (ANDY WARHOL) has appeared in New York on Broadway in *Wicked* and Off-Broadway in Craig Lucas's *The Singing Forest* (The Public Theater), *Antony and Cleopatra* (Theatre for a New Audience), *Edward II* (Red Bull Theater), and *A Letter from Ethel Kennedy* (Manhattan Class Company). His regional theatre credits include *The Glass Menagerie* (Guthrie Theater); *A Midsummer Night's Dream* (SITI Company); *Ghosts*, *Waiting for Godot*, and *Amadeus* (Berkshire Theatre Festival). His television work includes five seasons on Showtime's *Queer as Folk*.

DOUG KREEGER (ONDINE) most recently appeared in *Judas & Me* (New York Musical Theatre Festival) and *Rooms: A Rock Romance* (Off-Broadway). His other credits include Kander & Ebb's *The Visit* opposite Chita Rivera (Signature Theatre); the Broadway revival of *Les Misérables*; international tours of *Grease* and *Hair*; the Off-Broadway production of *Thrill Me: The Leopold and Loeb Story*; *Departure Lounge* (The Public Theater); as well as productions at Arkansas Rep, Barrington Stage, Bay Street Theatre, Geva Theatre, Metrostage, and The Old Globe. He appears on the cast albums of *Rooms: A Rock Romance*, *Thrill Me: The Leopold and Loeb Story*, and *Hair: European Tour*. Born and raised in Honolulu, Hawaii, Doug attended the Tisch School of the Arts at New York University and Royal Academy of Dramatic Art in London. www.dougekreeger.com

LESLIE KRITZER (VALERIE) Broadway credits include *A Catered Affair* (Drama Desk Award nomination), *Legally Blonde* (Clarence Derwent Award), *Hairspray*, and the upcoming *Sondheim on Sondheim* with Barbara Cook and Vanessa Williams. Off-Broadway and regional credits include *Judas & Me* (New York Musical Theatre Festival), *Rooms: A Rock Romance* (Outer Critics Circle Award nomination), *On the Town* (City Center Encores!), *The Great American Trailer Park Musical* (Drama Desk nomination), *Leslie Kritzer Is Patti LuPone at Les Mouches* (Joe's Pub, The Plush Room in San Francisco; *Time Out New York Award*), *Bat Boy*, *Godspell*, *Broadway: Three Generations* (Kennedy Center), *Born Yesterday*, the world premiere of *Vanities*, *Urinetown* (National Tour), *Evita*, and an acclaimed run as Fanny Brice in *Funny Girl*. She has performed at London's Royal Albert Hall as a guest soloist honoring Tim Rice and Alan Menken and can be heard on several cast recordings. Film and television credits include *Love and Other Impossible Pursuits*, *3LBS* (CBS), and *Jason and Jessica* (HBO). www.youtube.com/lesliekritzer

CRISTEN PAIGE (EDIE) performed this role in the Yale Institute for Music Theatre workshop of *POP!* Her other theatre credits include *How Now, Dow Jones* (New York International Fringe Festival); *Sarah Plain and Tall* (Dallas Theater Center); Kander & Ebb's *The Visit* (Goodman Theatre, world premiere; Signature

Theatre); the resident Chicago production of *The 25th Annual Putnam County Spelling Bee*; *Cry-Baby* (La Jolla Playhouse, directed by Mark Brokaw); the world premiere of *Loving Repeating* (About Face); *Travesties*, *The Importance of Being Earnest*, *James Joyce's The Dead* (Court Theatre); *A Funny Thing Happened on the Way to the Forum* (Joseph Jefferson Award nomination), *Honk!*, *Bye Bye Birdie*, and *You're a Good Man, Charlie Brown* (Marriott Theatre); *Dames at Sea* (Joseph Jefferson Award nomination), *Lucky Stiff* (Drury Lane Oakbrook); *Peter Pan*, *The Wizard of Oz* (Chicago Shakespeare); *Into the Woods* and *The Taffetas* (Peninsula Players). Ms. Paige received her BFA in acting from Boston University.

BRIAN CHARLES ROONEY (CANDY) performed this role in the Yale Institute for Music Theatre and New York University workshops of *POP!* Other theatre credits include Lucy Brown in *The Threepenny Opera* (Roundabout Theatre Company); *Camelot*, New York Philharmonic (seen on PBS); Tony in *West Side Story* (International tour); *The Music of Andrew Lloyd Webber* (North American tour); Dionne Salon in *Bedbugs!!!* (New York Musical Theatre Festival); Piers Gaveston in *Edward the King* (The Barrow Group); Homer in *Floyd Collins* (Actors' Playhouse at the Miracle Theatre); Younger Brother in *Ragtime* (White Plains Performing Arts Center); the title role in *Batboy! The Musical*; *The Bully* (Vital Theater Company); *The Taxi Cabaret* (Prospect Theatre Company); *Becoming Tennessee* (Eugene O'Neill Theater Center); and productions at Blumenthal Performing Arts Center, Pittsburgh CLO, Paper Mill Playhouse, American Conservatory Theater, and Berkshire Theatre Festival, among others. He received his BA from Duke University and certificate in acting from American Conservatory Theater. www.briancharlesrooney.com

EMILY SWALLOW (VIVA) has appeared in New York in the Broadway production of *High Fidelity*; *Romantic Poetry* (Manhattan Theatre Club); *The Black Eyed* (New York Theatre Workshop); *Measure for Measure*, *Much Ado About Nothing* (The Public Theater); *Like Love* (New York Musical Theatre Festival); and *Orange Lemon Egg Canary* (PS 122). Her regional theatre credits include *A Midsummer Night's Dream* (Guthrie Theater), *Enchanted April* (San Jose Rep), *Metamorphoses* (Pioneer Theatre), *Measure for Measure* (Sundance Theatre Institute). Her film and television credits include *The Lucky Ones*, *NCIS*, *Southland*, *Flight of the Conchords*, *Journeyman*, *Jericho*, *Medium*, and *Guiding Light*. She received her BA in Middle Eastern studies from University of Virginia and her MFA from NYU's Tisch School of the Arts.

ABOUT THE CREATIVE TEAM

MAGGIE-KATE COLEMAN (BOOK, LYRICS) wrote the book and lyrics for *POP!* and *From a Childhood*, written with Erato Kremmyda (Montclair State University, April 2009). Her work has been featured at The York Theatre Company's NEO Cabaret (with composer Daniel Maté), Joe's Pub, Barrington Stage, Laurie Beechman Theatre, Prospect Theater Company, Goodspeed Musicals, The Darlinghurst Theatre, New York Theatre Barn, and most recently at the National Alliance for Musical Theatre's Songwriters Showcase. Current projects include *rainsong*, a dance theatre piece with composer Erato Kremmyda and choreographer Clare Cook; an adaptation of Ludwig Tieck's *Der Blonde Eckbert*; and a full-length musical inspired by poems from Rainer Maria Rilke's *Book of Images*. A graduate of Ithaca College and NYU's Tisch School of the Arts Graduate Musical Theatre Writing program, she also trained at the National Theater Institute at the Eugene O'Neill Theater Center. Member: Dramatists Guild of America.

ANNA K. JACOBS (COMPOSER) wrote the music for *POP!* and *Stella and the Moon Man* (Sydney Theatre Company/Theatre of Image/Australian Youth Orchestra, 2005), which won a Helpmann Award. Current projects include music for *Harmony*, *Kansas*, about a gay men's chorus in rural Kansas; and lyrics for *Shooting from the Hip*, a song cycle commissioned to open the 2010 Sydney Festival. Her music and

lyrics have been featured at National Alliance for Musical Theatre, Joe's Pub, The York Theatre Company, Theatre Row, Laurie Beechman Theatre, NYTB at the Duplex, Barrington Stage Company, Goodspeed Musicals, Don't Tell Mama, The Darlinghurst Theatre, The Art Gallery of New South Wales, and many others. Anna received her MFA from NYU's Graduate Musical Theatre Writing Program, and her B.Mus. (Honors I) from the University of Sydney, and she also studied composition at the Indiana University Jacobs School of Music. She is a member of the Dramatists Guild of America and is represented by the Australian Music Centre and MorningStar Music Publishers. Originally from Sydney, Australia, she is now based in New York. www.annakjacobs.com

MARK BROKAW (DIRECTOR) New York credits include *After Miss Julie*, *Distracted*, *The Constant Wife*, *Suddenly Last Summer* (Roundabout); *Mouth to Mouth*, *This Is Our Youth* (New Group); *The Long Christmas Ride Home*, *Stranger*, *The Dying Gaul*, *How I Learned to Drive* (Vineyard Theatre); *Reckless* (Manhattan Theatre Club/Second Stage Theatre); *Lobby Hero* (Playwrights Horizons); *As Bees in Honey Drown* (Drama Dept.); *The Good Times are Killing Me* (Second Stage); *Old Money* (Lincoln Center Theater); *2.5 Minute Ride* (The Public Theater); and the musical *Cry-Baby*. Other work includes productions at Guthrie Theater, Mark Taper Forum, Seattle Rep, La Jolla Playhouse, Steppenwolf Theatre Company, Huntington Theatre, Berkeley Rep, Hartford Stage, Long Wharf, New York Stage & Film, Actors Theatre of Louisville, Sundance, and the O'Neill Conference. He has also directed at London's Donmar Warehouse and Dublin's Gate Theatre. A graduate of Yale School of Drama, Mark is the Artistic Director of the Yale Institute for Music Theatre and is an Associate Artist of the Roundabout Theatre.

DENIS JONES (CHOREOGRAPHER) recently choreographed *Coraline* (MCC Theater); *High School Musical*, *The Full Monty*, *Meet Me in St. Louis* (Paper Mill Playhouse); *Pirates!*, *She Loves Me* (Huntington Theatre/Williamstown Theatre Festival); *The Boy Friend* (Maltz Jupiter Theatre; Carbonell Award, Best Choreography); *Dirty Rotten Scoundrels*, *Thoroughly Modern Millie* (Cape Playhouse); and *Everyone Loves a Winner* (Westport Country Playhouse). Denis was also the Associate Choreographer to Jerry Mitchell for Broadway's *Dirty Rotten Scoundrels* and *Legally Blonde*. Denis choreographed the Broadway concerts of *The Best Little Whorehouse in Texas*, *On the Twentieth Century*, and *A Wonderful Life*, as well as *Charles Busch and Julie Halston Together on Broadway* for The Actors Fund of America. Other credits include choreographing *Sex and the City 2*, *The Kennedy Center Honors* (CBS), *Rosie Live* (NBC), and national commercials for Staples and Glade. Denis was been proud to have served as the director of Broadway Bares, from 2005-2008, benefiting Broadway Cares/Equity Fights AIDS.

LYNNE SHANKEL (MUSICAL DIRECTOR) was music director/arranger for the Broadway production of *Cry-Baby*. She was also the resident music supervisor for the Tony Award-winning revival of *Company*, and conducted the Grammy-nominated cast album. She was music director/arranger for Off-Broadway's *Altar Boyz*, for which she received a Drama Desk nomination. Other Broadway credits include *Beauty and the Beast*; *You're a Good Man, Charlie Brown*; and *The Lion King*. Off-Broadway: *Vanities* (orchestrations), *The Thing About Men*, *Summer of '42* (music direction, vocal arrangements, orchestrations), *The Cocoanuts*, *Milk and Honey*. Regional: *Cry-Baby* (La Jolla Playhouse); *Party Come Here*, *The Opposite of Sex* (Williamstown Theatre Festival), *Vanities* (Pasadena Playhouse, Theatreworks); *Princesses* (5th Avenue Theatre; Goodspeed at Chester); *Tom Jones* (North Shore Music Theatre); *Summer of '42* (Goodspeed, Theatreworks); *Twelfth Night* (Long Wharf); *Rough Crossing*, and *Camino Real* (Hartford Stage).

VALÉRIE THÉRÈSE BART (SCENIC DESIGNER) is a third-year MFA candidate at Yale School of Drama, where her recent credits include *The Tempest* (sets) and *The Robbers* (costumes). She will design the costumes for *The Servant of Two Masters* at Yale Rep this spring. Other costume design credits include *Cabaret*, *The Wind in the Willows*, *James and the Giant Peach* (Santa Ana College), *Monster*, *One Flea Spare* (Sight Unseen Theatre Group), *Twelfth Night* (Footprint on the Sun), *Metamorphosis* (UCLA Theatre). Film credits include *The Commotion* (Vanishing Pictures) and *A Kiss on the Nose* (USC Film). Valérie has also designed costumes for dance concerts at Santa Ana College, in which she danced herself, and has worked at South Coast Repertory Theatre, Pasadena Playhouse, A Noise Within Theatre, and The Colorado Shakespeare Festival. She holds a BA from the University of California, Los Angeles. www.valeriebart.com

YING SONG (COSTUME DESIGNER) is a third-year MFA candidate at Yale School of Drama, where her credits include costumes for last season's *American Catnip* (Carlotta Festival of New Plays) and *Love's Labour's Lost*. She received her BA in fashion design at Tsinghua University, China. In 2004, her fashion design was selected as one of the ten best creative works to represent China in the world finals of the prestigious International Competition of Young Fashion Designers.

KEVIN ADAMS (LIGHTING DESIGNER) most recently designed the lighting for the Green Day musical *American Idiot* (Berkeley Repertory Theatre) and Tony Kushner's *The Intelligent Homosexual's Guide to Capitalism and Socialism with a Key to the Scriptures* (Guthrie Theater). Broadway credits include *Next to Normal* (Tony Award nomination), *Hair* (Tony, Drama Desk, Outer Critics Award nominations), *Spring Awakening* (Tony Award; also London, Japan, Korea, Vienna, US tour), *The 39 Steps* (Tony and Drama Desk Awards), *Passing Strange*, *Take Me Out*, and *Hedda Gabler* with Kate Burton. He has designed solo shows by John Leguizamo, Eve Ensler, Anna Devereaux Smith, and Eric Bogosian. Off-Broadway credits include *Hedwig and the Angry Inch*; and new work by Edward Albee, Christopher Durang, Richard Greenberg, Arthur Kopit, Terrence McNally, Charles Mee, Neil Simon, and Paula Vogel. Concerts: Magnetic Fields' *69 Love Songs*, Audra McDonald, Patti LuPone, and Sandra Bernhard. He is the recipient of the 1999 and 2007 Lucille Lortel Awards and the 2002 OBIE Award for Sustained Excellence. www.ambermylar.com

DAVID BUDRIES (SOUND DESIGNER) is the Sound Design Advisor at Yale Repertory Theatre, where his credits include *Happy Now?*, *Trouble in Mind*, *Black Snow*, and *Safe in Hell*, among many others. His New York credits include *Souvenir*; *Ah, Wilderness!*; *A Long Day's Journey into Night*; *Our Country's Good*; *Other People's Money*; *Measure for Measure*; *And a Nightingale Sang*; *From the Mississippi Delta*; *Search and Destroy*; *End of the Day*; *Playland*; and *Marisol*. His regional theatre credits include productions at Long Wharf, Hartford Stage, CENTERSTAGE, McCarter Theatre, Huntington Theatre Company, Dallas Theater Center, La Jolla Playhouse, Ford's Theatre, South Coast Repertory, Trinity Repertory Company, and Alliance Theatre. Mr. Budries chairs the Sound Design department at Yale School of Drama and is a freelance producer of music and radio programs.

TAL YARDEN (PROJECTION DESIGNER) New York credits include *Distracted* (Roundabout Theatre Company); *The Night Watcher* (Primary Stages); *Beast*, *Liberty City*, *The Misanthrope*, *Kaos* (New York Theatre Workshop); Stephen Petronio's *The King Is Dead*, *Not Garden*; Reza Abdoh's *Tight Right White*, *Quotations from a Ruined City*; Pavel Zustiak's *Le Petit Mort*; Mark Wing-Davey's *Monkey in the Middle*; as well as productions with John Jesurun, Jim Simpson, Mikel Rouse, DD Dorvillier, Mia Lawrence, Kyle de Camp, Conway and Pratt, and Margarita Guergue. International work includes Ivo van Hove's productions of *The Antonioni Project*, *Cries and Whispers*, *Angels in America*, Shakespeare's Roman Tragedies, *Mourning Become Electra*, *Rent*; and Wagner's Ring Cycle. His original productions have been

presented by Monkeytown, PS 122, Dance Theater Workshop, and Chashama. Commercial clients include Diesel, Puma, Levis, Heineken, Red Cross, Reem Acra, Armani, Visionaire, Smart Car, Timberland, and Ford Motors. He has also directed music videos and documentaries.

BRUCE COUGHLIN (ORCHESTRATOR) New York orchestration credits include Dolly Parton's *9 to 5* (Drama Desk Award nomination), *Happiness* (Lincoln Center Theater), *Grey Gardens* (Tony, Drama Desk Award nominations), *The Light in the Piazza* (co-orchestrator; Tony, Drama Desk Awards), *Floyd Collins* (OBIE Award; Drama Desk nomination), *Urinetown* (Tony, Drama Desk nominations), the Grammy Award-winning *Annie Get Your Gun*, *Guys and Dolls* (2009), *The Wild Party*, *On the Town*, *The Sound of Music* (Drama Desk nomination), *Triumph of Love*, *Once Upon a Mattress*, and *The King and I*. Other credits include *Giant* (Signature Theatre), *Candide* (National Theatre, London), *Martin Guerre* (Chicago), *Children of Eden* (Paper Mill Playhouse, cast recording), *A Funny Thing Happened on the Way to the Forum* (Stratford Festival), "Miss Baltimore Crabs" for the movie *Hairspray*, the opera *Grapes of Wrath*, and many others. He was principal arranger for the Disney's *Fantasia 2000* and has worked with singers Audra McDonald, Kristin Chenoweth, Patti LuPone, Darius de Haas, among others.

CATHERINE SHEEHY (DRAMATURG) is Resident Dramaturg at Yale Rep and the Chair of Dramaturgy and Dramatic Criticism at Yale School of Drama. Her most recent Yale Rep dramaturgy credits include *Trouble in Mind* and *The King Stag* (which she also co-adapted with Evan and Mike Yionoulis). Her adaptation of *Pride and Prejudice* was recently produced at Asolo Repertory Theatre and Dallas Theater Center. She has worked at the O'Neill Playwrights Conference, in New York and Ireland with the late Joseph Chaikin, at Baltimore's CENTERSTAGE with Irene Lewis, and for four seasons as Festival Dramaturg at Shakespeare Santa Cruz. She is a former associate editor of *American Theatre* and a former editor of *Theater* magazine. She received her doctorate from Yale in 1999 for her dissertation: *If You Care to Blast for It: Excavating the Lost Comic Masterpieces of the American Canon*.

JENNA WOODS (STAGE MANAGER) is a third-year Stage Management student at Yale School of Drama, where her credits include *Man = Man*, *Romeo and Juliet*, *The Covering Skyline Is Nothing*, *Baal*, and *Grace, or The Art of Climbing*. Most recently, she stage managed the workshop of *POP!* this past summer at the Yale Institute for Music Theatre. Jenna spent six years on several tours, including the national tour of *The Music Man* (props supervisor) and the North American tour of *Riverdance* (wardrobe supervisor). Jenna holds a BFA in Theater Design from the University of Kansas.

TICKET INFORMATION AND PERFORMANCE SCHEDULE

Tickets for *POP!* range from \$35-67 and are available online at www.yalerep.org, by phone at (203) 432-1234, and in person at the Yale Rep Box Office (1120 Chapel Street, at York Street). Student, senior, and group rates are also available.

In addition, all tickets for the Monday, November 30 performance are \$10. Tickets for this performance only go on sale on November 2.

Friday, November 27	8PM	
Saturday, November 28	8PM	
Monday, November 30	8PM	ALL TICKETS \$10 (Tickets on sale November 2)
Tuesday, December 1	8PM	
Wednesday, December 2	8PM	
Thursday, December 3	8PM	Opening Night

Friday, December 4	8PM	
Saturday, December 5	2PM	Talk Back
Saturday, December 5	8PM	Grad Night reception begins at 7PM
Tuesday, December 8	8PM	
Wednesday, December 9	2PM	Senior Reception begins at 1PM
Wednesday, December 9	8PM	
Thursday, December 10	8PM	Talk Back
Friday, December 11	8PM	
Saturday, December 12	2PM	Open Captioning, Talk Back
Saturday, December 12	8PM	
Tuesday, December 15	8PM	
Wednesday, December 16	8PM	
Thursday, December 17	8PM	
Friday, December 18	8PM	
Saturday, December 19	2PM	Audio Description
Saturday, December 19	8PM	

ALSO THIS SEASON AT YALE REP

World Premiere

COMPULSION

By Rinne Groff

Directed by Oskar Eustis

Featuring Mandy Patinkin

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

January 29-February 28, 2010

THE SERVANT OF TWO MASTERS

By Carlo Goldoni

Adapted by Constance Congdon

From a translation by Christina Sibul

Directed by Christopher Bayes

March 12-April 3, 2010

BATTLE OF BLACK AND DOGS

By Bernard-Marie Koltès

Translated by Michaël Attias

Directed by Robert Woodruff

April 16-May 8, 2010

###

www.yalerep.org



October 8, 2009

For Immediate Release

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

**TONY AND EMMY AWARD WINNER
MANDY PATINKIN
WILL MAKE YALE REP DEBUT IN
THE WORLD PREMIERE OF
COMPULSION
BY RINNE GROFF
DIRECTED BY OSKAR EUSTIS**

**NEW PERFORMANCES DATES ANNOUNCED:
JANUARY 29-FEBRUARY 28**

Yale Repertory Theatre (James Bundy, Artistic Director; Victoria Nolan, Managing Director) announces that Tony and Emmy Award winner **Mandy Patinkin** will make his Yale Rep debut in the world premiere of *COMPULSION* by **Rinne Groff**, directed by **Oskar Eustis**, co-produced with **The Public Theater** and **Berkeley Repertory Theatre**.

The performance schedule has been adjusted so that Mr. Patinkin may fulfill previously scheduled concert engagements. **COMPULSION will now begin on Friday, January 29 and play through February 28 at Yale Repertory Theatre (1120 Chapel Street, at York Street). The new Opening Night is Thursday, February 4.**

Additional casting and creative team members will be announced.

ABOUT COMPULSION

Sid Silver (Mandy Patinkin) wants nothing more than to bring Anne Frank's story to an American audience, and he believes he's the right man to translate the young girl's diary and adapt it for the stage. But his passion spirals into a lifelong obsession when a New York publishing house reveals its own plans for what would become one of the most powerful and enduring documents of the 20th century.

Inspired by the story of Meyer Levin, *Compulsion* marks the Yale Rep debuts of Rinne Groff, whose plays have been praised for their "kaleidoscope style" (*The Village Voice*), and Oskar Eustis, the artistic director of The Public Theater.

NEW PERFORMANCE CALENDAR

Friday, January 29	8PM	
Saturday, January 30	NO PERFORMANCES	
Sunday, January 31	7PM	
Monday, February 1	8PM	All Tickets \$10 (Tickets for this performance on sale January 4)
Tuesday, February 2	8PM	
Wednesday, February 3	8PM	
Thursday, February 4	8PM	Opening Night
Friday, February 5	8PM	
Saturday, February 6	NO PERFORMANCES	
Sunday, February 7	2PM	Talk Back
February 8-15	NO PERFORMANCES	
Tuesday, February 16	8PM	
Wednesday, February 17	2PM	Senior Reception
Wednesday, February 17	8PM	
Thursday, February 18	8PM	Talk Back
Friday, February 19	8PM	
Saturday, February 20	2PM	Open Captioning / Talk Back
Saturday, February 20	8PM	Grad Night
Sunday, February 21	2PM	
Tuesday, February 23	8PM	*
Wednesday, February 24	8PM	
Thursday, February 25	8PM	
Friday, February 26	8PM	
Saturday, February 27	NO PERFORMANCES	
Sunday, February 28	2PM	Audio Description
Sunday, February 28	7PM	

BIOGRAPHIES

MANDY PATINKIN won the Tony Award for his Broadway debut in *Evita* and was again nominated for *Sunday in the Park with George* and *The Wild Party*. He also appeared on Broadway in *Trelawny of the 'Wells'*, *The Shadow Box*, *The Secret Garden*, *Falsettos*, and his solo concerts *Dress Casual*, *Celebrating Sondheim*, and *Mamaloshen*. For the New York Shakespeare Festival/The Public Theater, Mandy appeared in *Leave It to Beaver Is Dead*, *The Knife*, *The Winter's Tale*, *Henry IV – Part I*, *Rebel Women*, *Hamlet*, and *Dress Casual*. Other theatre credits include *The Split*, *Savages*, *Enemy of the People*, and most recently *The Tempest* at Classic Stage Company. Film appearances include *The Choking Man*, *Pinero*, *The Adventures of Elmo in Grouchland*, *Lulu on the Bridge*, *Men with Guns*, *The Princess Bride*, *Yentl*, *The Music of Chance*, *Daniel*, *Ragtime*, *Impromptu*, *The Doctor*, *Alien Nation*, *Dick Tracy*, *The House on Carroll Street*, *True Colors*, *Maxie*, and *Squanto: Indian Warrior*. Television series include *Chicago Hope* (Emmy Award), Showtime's *Dead Like Me*, and *Criminal Minds*. His solo albums include *Mandy Patinkin*, *Mandy Patinkin Dress Casual*, and on the Nonesuch label: *Experiment*, *Oscar and Steve*, *Mamaloshen*, *Mandy Patinkin Sings Sondheim*, and *Kidults*. Mandy continues to tour his concerts *Dress Casual*, *Celebrating Sondheim*, *Mamaloshen*, and *An Evening with Patti LuPone and Mandy Patinkin*.

RINNE GROFF is the author of the plays *The Ruby Sunrise* (The Public Theater), *What Then* (Clubbed Thumb), *Jimmy Carter Was a Democrat* (PS 122), *Orange Lemon Egg Canary: A Trick in Four Parts*

(Humana Festival of New Plays – Actors Theatre of Louisville), *The Five Hysterical Girls Theorem* (Target Margin Theater), *Inky* (Women's Project), and *The Moliere Impromptu* (Trinity Repertory Company), among others; and of the musicals *In the Bubble* (book and co-lyrics; American Musical Theater Project) and *Saved* (co-book and lyrics; Playwrights Horizons). Rinne has received fellowships from the MacDowell Colony, the Sundance Theatre Lab, the Australian National Playwrights Conference, the Guggenheim Foundation, the Perry Mansfield New Noises Festival, and Chautauqua Theater Company; OBIE Award and NYSCA Individual Artist grants; and a Whiting Writers Award. She wrote for a season of *Weeds* on Showtime. She is a founding member of Elevator Repair Service; a member of New Dramatists and the Dramatists Guild. Rinne received her BA from Yale College and MFA from NYU's Tisch School of the Arts, where she teaches in the Goldberg Department of Dramatic Writing.

OSKAR EUSTIS has been the Artistic Director of The Public Theater since 2005. From 1981 through 1986 he was resident director and dramaturg at the Eureka Theatre Company in San Francisco, and Artistic Director until 1989, when he moved to L.A.'s Mark Taper Forum as Associate Artistic Director, where he remained until 1994. Mr. Eustis then served as Artistic Director at Trinity Repertory Company in Providence, Rhode Island for eleven years. At The Public he has directed the 2008 Shakespeare in the Park production of *Hamlet*, featuring Michael Stuhlbarg and Sam Waterston, and the New York premiere of Rinne Groff's *The Ruby Sunrise*. At Trinity Rep he directed the world premiere of Paula Vogel's *The Long Christmas Ride Home* (Elliot Norton Award for Outstanding Production); *Homebody/Kabul* (Elliot Norton Award for Outstanding Production); the world premiere of Rinne Groff's *The Ruby Sunrise*; *Angels in America, Part I: Millennium Approaches* (Elliot Norton Award for Outstanding Director); *Angels in America, Part II: Perestroika*. He has directed world premieres of plays by Philip Kan Gotanda, David Henry Hwang, Emily Mann, Suzan-Lori Parks, Ellen McLaughlin, and Eduardo Machado among many others. He commissioned Tony Kushner's *Angels in America* at the Eureka Theatre Company in San Francisco and directed its world premiere at the Mark Taper Forum. He was a professor of Theatre, Speech and Dance at Brown University, where he founded and chaired the Trinity Rep/Brown University Consortium for professional theatre training. He received an honorary doctorate from Brown in 2001 and currently serves as Professor of Dramatic Writing and Arts and Public Policy at New York University.

TICKET INFORMATION

Tickets for **COMPULSION** start at \$35 and are available online at www.yalerep.org, by phone at (203) 432-1234, and in person at the Yale Rep Box Office (1120 Chapel Street, at York Street). All tickets for the performance on Monday, February 1 are \$10. (Tickets for that performance only go on sale Monday, January 4.) Student, senior, group rates, and a variety of ticket packages are also available.

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www.yalerep.org

Gordon Aamoth

From: Barrett, Kenna [kenna.barrett@yale.edu]
Sent: Tuesday, November 03, 2009 11:52 AM
To: Gordon Aamoth; ngilberg@robinafoundation.org
Cc: Norton, Katherine; Post, Robert; Reichenbach, Inge; Lyons, Lauragene
Subject: Yale Law School update

Dear Gordon and Nancy,

I hope that you enjoyed reading our June report on the Robina Human Rights Initiative at Yale Law School. We are delighted to see the impact that your grant is having on the Law School and our students, and ever grateful to you for your support. As you requested, I'm happy to provide you with this update about our activities, thus far, in the current academic year:

Robina Human Rights JD Scholarships and Summer Human Rights Fellowships

This year, we are providing ten JD scholarships to students interested in pursuing human rights careers. Because the financial aid needs of the students were greater this year than in 2008-09, the scholarship amount increased slightly, averaging around \$25,000. This past summer, we provided summer human rights fellowships to 38 students working in positions ranging from the Constitutional Court of South Africa and the Beijing Children's Legal Aid and Research Center to the International Commission for Missing Persons in Herzegovina and the Center for Freedom of Expression & Access to Information in Argentina.

Robina Foundation Post-Doctoral Fellows

As we mentioned in our June report, Sam Ferguson and Matiangai Sirleaf are the 2009-10 *Robina Foundation Post-Doctoral Fellows*. Sam Ferguson is spend his fellowship year conducting independent research in Argentina for a book he is writing about the trials of officials responsible for human rights abuses during Argentina's "Dirty War." Matiangai Sirleaf is serving as a law clerk for Justice S. Sandile Ngcobo of the Constitutional Court of South Africa.

Robina Foundation Senior and International Fellows

In addition to the appointment of Lucas Guttentag as a 2009-10 *Robina Foundation Senior Fellow*, which we noted in the June report, Cristina Rodriguez, Kim Scheppele, and Patrick Weil have also joined us this fall as *Senior Fellows*. As you know, Mr. Guttentag is the national director of the Immigrants' Rights Project at the ACLU in New York, and has litigated major immigrants' rights cases, including regional and national class actions, for almost twenty years. This fall, Lucas is teaching *Constitutional Impact and Law Reform Litigation: Issues and Strategies* and *Immigrants' Rights: Current Constitutional and Civil Rights Issues*; in the spring term, he will teach an *Advanced Seminar on Immigration Law and Policy*.

Cristina Rodriguez is a Professor of Law at New York University School of Law. Her research interests include language rights and language policy; immigration law and policy; constitutional law and theory; and citizenship theory. Professor Rodriguez is well known for her scholarship and is the author of *Immigration and Refugee Law and Policy* (Foundation Press 5th ed., 2009) (ed. with Stephen Legomsky). This fall, she is teaching *Immigration Law and Policy*.

Kim Scheppele is the Laurance S. Rockefeller Professor of Public Affairs and Director of the Program in Law and Public Affairs in the Woodrow Wilson School at Princeton University. Her research and teaching focuses primarily on comparative constitutional law. This fall, Professor Scheppele is teaching *Evidence and Terrorism: Comparative Law and Human Rights*.

Patrick Weil is the Director of the Center for the Study of Immigration, Integration and Citizenship Policies at the University of Paris, Pantheon-Sorbonne. Professor Weil's work focuses on comparative immigration, citizenship, secularization and integration law and policy. This fall, Professor Weil is teaching *Immigration, Citizenship, Secularization and Antidiscrimination Policies and Laws*.

Related Programs

Dean Post was pleased to announce a new workshop series this fall, which will feature many of the *Robina Foundation Senior Fellows*. The program, entitled, "The Immigration Theory and Practice Workshop Series," will occur according to the following schedule:

- November 11, 2009 - "Migration, Gender, and Nationality" featuring Judith Resnik and Patrick Weil
- November 17, 2009 - "Immigration and Adjudication" featuring Lucas Guttentag and Michael Wishnie
- December 9, 2009 - "Global Justice and Development" featuring Muneer Ahmad and Cristina Rodriguez

I hope that you may have the opportunity to join us again this year to meet our Robina Scholars and Fellows, perhaps during your February board meeting, and I look forward to being in touch with future updates. Thank you again for creating such a meaningful and effective program here at the Law School.

Best regards,

Kenna Barrett

Kenna Barrett
Director of Corporate and Foundation Relations
Associate Director of Major Gifts
Yale Law School
PO Box 208215
New Haven, CT 06520-8215
203.432.0557 ph
203.376.8831 mobile
203.432.8147 fax

*file copy
Do Not Remove*

November 11, 2009

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

Dear Gordon,

We continue to be thankful and appreciative of the generosity of the Robina Foundation's belief in playwrights and new work at Yale School of Drama. Such support is a rare and heartening endorsement of the art of the theatre and for that we are most grateful. The work of commissioning playwrights has proceeded much as we envisioned it. However, in view of the fact that Yale Center for New Theatre will not have expended the full amount awarded by the end of FY11, we would like to request a no-cost extension through 2014.

As we explained in our final report, Yale University calculates the end of the grant period to coincide with the last payment from the Robina Foundation, which is currently scheduled for FY11. At this time, we can project that we will not have spent all grant funds by June 30, 2011. Because of the way we award our commissions—half the payment to the playwright in advance upon signing the contract, half upon delivery of a first draft in twelve months—the commission may indeed span twelve months but cross fiscal years. In addition, as outlined in the original budget submitted to the Foundation, we had always anticipated starting the expenditure of the production enhancement fund in FY11 and carrying it through FY14.

When we applied for the grant, we did not anticipate the alignments of fiscal years and commissioning, or the University's accounting procedures. We are now formally requesting that the Foundation make a no-cost extension of the funding period through FY14. This will allow us to continue what we and the Foundation believe is so important: that of supporting our most talented playwrights while they do their work.

If you grant us this request, may I ask that you print out this letter, sign and date it below and mail it back to me so that I may have a hard copy to submit to the University for its records.

Gordon, I hope you'll call or email me if there is anything you feel needs clarification. We remain enormously grateful to the Foundation and the trustees for this investment in Yale.

Very truly yours,

Deborah S. Berman

On behalf of the Robina Foundation, I authorize a no-cost extension of the grant period for YSD through FY14.

Signed: *Gordon Clark, President*

Date: 11/24/09

Please return to:

Deborah S. Berman
Yale School of Drama
P.O. Box 208244
New Haven, CT 06520

Tom and Gordon,

Last week, Tom asked me to obtain for the foundation certain data regarding attorneys' fees and JPMorgan's fees. I am following up here with that information.

JPMorgan's Fees: The total amount of JPMorgan's fees estimated on the federal estate tax return have been charged, as follows:

3/2/06	\$2,300,000
7/30/08	<u>\$2,325,000</u>
	\$4,625,000

JPMorgan does not plan to charge additional fees at this time; however, they reserve the right to do so at the conclusion of the estate's administration due to special circumstances such as litigation, extended conflict resolution, and protracted audit proceedings. For your convenience, I am attaching letters Anita Tyson sent to the foundation in 2005 and 2006 regarding JPMorgan's fees.

Briggs & Morgan's and McDermott's Fees: A spreadsheet is attached providing a monthly breakdown of the attorneys' fees and costs charged through August of 2009. The estimated attorneys' fees on the federal estate tax return for Briggs were \$2,000,000 and for McDermott were \$4,000,000. As you will see from the spreadsheets, Briggs's fees through August were \$964,132, and McDermott's were \$4,295,918. JPMorgan would be happy to update this spreadsheet for you as the tax litigation continues. Please let me or Anita know if that would be helpful.

Please let me know if you have any questions.

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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Current Residuary Assets on Hand (as of September 30, 2009)

Cash and Short Term

	<u>Market</u>
James H. Binger Revocable Trust [REDACTED]	\$ 13,113,983.07
James H. Binger Revocable Trust - Income Account [REDACTED]	7,186,496.20
Estate of James H. Binger [REDACTED]	13,657,154.98
Estate of James H. Binger - Income Account [REDACTED]	445,548.23
Total Cash and Short Term:	\$ 34,403,182.48

Tartan I LP (as of 12/31/08)

	<u>Total Market</u>	<u>% Owned</u>	<u>JHB Trust</u>	
Tartan I LP - Scotch I	24,730,720.77	43.4%	10,733,132.81	
Tartan I LP - ScotchGard	18,423,842.40	33.3%	6,135,139.52	
Tartan I LP - Post It	27,410,167.68	19.8%	5,427,213.20	
Total:	70,564,730.85		22,295,485.53	\$ 22,295,485.53 (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	9,129,204.00	
Eridon	60,000	
Loring Pasta Bar	66,576	
Myfitlife Inc.	275,000	
Project Apple	-	
Raymedica Inc.	535	
Total:	10,226,316.00	\$ 10,226,316.00
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:

\$ 66,924,984.01

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

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

US Bank

Selected Period Performance
ROBINA FOUNDATION MGMT AGY

Period Ending: 09/30/2009

Sector	Market Value	Year to Date (9 Months)	12 Months	Inception to Date (28 Months)
Total Mgd Assets	30,886,797	1.81	3.79	3.18
Total Fixed Income	15,717,986	5.90	8.76	
Barclays Capital 1-3 Yr Gov/Credi		3.43	6.20	5.78
Lipper Short Inv-Gr Debt Index		8.60	6.35	2.84
Total Cash Equiv	15,668,052	.24	.74	2.41
Account Inception: 06/01/2007				

Not A Deposit, Not FDIC Insured, May Lose Value, Not Bank Guaranteed, Not Insured By Any Federal Government Agency
Past performance does not guarantee future results. Performance returns may not reflect the deduction of applicable fees, which would reduce returns.
Information is deemed reliable but may be subject to change.



The Investment Fund for Foundations: www.tiff.org
 Welcome, Ms. Nancy Gilberg. If you are not Ms. Nancy Gilberg, please contact TIFF Member Services at 610-684-8200

Investment Detail Report

[TIFF](#) > [TIFF Investment Vehicles](#) > [Account Monitor](#) > [Investment Detail Report](#)

Robina Foundation

Investment Vehicle: MAF

	Account Balance as of 11/2/2009	Month End Balance as of 10/30/2009
Share Balance	555,427.079	555,427.079
Net Asset Value	\$14.13	\$14.08
Market Value	\$7,848,184.63	\$7,820,413.27

Account Monitor Control Panel

Member:

Robina Foundation

Account:

Robina Foundation

☐ Account Summary Report

☒ Investment Detail Report

MAF

▼ Rolling 45 Day Mutual Fund Transaction Confirms

- [September 30, 2009](#)

▼ Monthly Statements

2009

- [September](#)
- [August](#)
- [July](#)
- [June](#)
- [May](#)
- [April](#)
- [March](#)
- [February](#)
- [January](#)

▼ Year-End Statements

Additional Information

[Mutual Fund Relative Returns](#)

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

CC to Lisa 10.28.09

Account Statement
09/01/2009 - 09/30/2009
Page 1 of 6

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

588800 F001 3112 10Z 1/3 1038
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	09/30/2009 NAV	Ending Market Value	Average Cost Basis
TIFF MULTI-ASSET FUND	\$7,544,059.01	\$0.00	(\$0.00)	\$33,185.01	555,427.079	\$14.16	\$7,864,847.44	\$9,459,103.35
Account Total	\$7,544,059.01	\$0.00	(\$0.00)	\$33,185.01			\$7,864,847.44 (272)	

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. This information 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)	\$143,744.28	Reinvest	Reinvest	05/22/2007
Account Total	\$0.00	(\$0.00)	\$143,744.28			

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ROBINA FOUNDATION



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

Account Statement
09/01/2009 - 09/30/2009
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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					543,300.556
03/31/2009	Return of Capital - Reinvested (\$0.130000 per share)	\$70,629.07	\$70,629.07	\$10.72	6,588.533	549,889.089
06/30/2009	Income Dividend - Reinvested (\$0.072615 per share)	\$39,930.20	\$39,930.20	\$12.50	3,194.416	553,083.505
09/30/2009	Income Dividend - Reinvested (\$0.060000 per share)	\$33,185.01	\$33,185.01	\$14.16	2,343.574	555,427.079

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ROBINA FOUNDATION



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

Account Statement
09/01/2009 - 09/30/2009
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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. October 2009.

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 in question 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 indeed it has been in the Standard Fund Performance table below, which reflects the deduction of such fees. Returns denoted as "After Entry and Exit Fees" reflect the deduction of the entry and exit fees currently levied on member purchases and redemptions. Returns denoted as "Before Entry and Exit Fees" do not. The deductions in question 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 09/30/2009

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	4.25%	23.73%	6.36%	3.53%	8.02%	7.20%	8.08%	03/31/1995
CPI + 5% PER ANNUM	0.41%	6.48%	3.59%	7.18%	7.71%	7.66%	7.59%	
CONSTRUCTED INDEX (SEE MESSAGE)	4.14%	21.86%	2.43%	0.94%	5.73%	5.21%	7.54%	

ROBINA FOUNDATION



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

Account Statement
09/01/2009 - 09/30/2009
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Standard Fund Performance through quarter ending 09/30/2009

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%	6.36%	3.53%	8.02%	7.20%	8.08%	
AFTER ENTRY AND EXIT FEES OF 0.50%	5.30%	3.19%	7.80%	7.09%	8.01%	
CPI + 5% PER ANNUM	3.59%	7.18%	7.71%	7.66%	7.59%	
CONSTRUCTED INDEX (SEE MESSAGE)	2.43%	0.94%	5.73%	5.21%	7.54%	

Annualized Expense Ratios (%)

Fund Name	CY 2008 with CIVs	CY 2008 without CIVs
TIFF MULTI-ASSET FUND	1.25%	0.51%

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). Expense ratios without CIV fees and expenses also exclude interest expense and dividends paid on securities sold short. 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 2009 meeting been in effect during 2008.

Message

PERFORMANCE OF THE MULTI-ASSET FUND CONSTRUCTED INDEX GENERATED AFTER JUNE 30, 2009, IS REDUCED BY 20 BASIS POINTS PER ANNUM, PRORATED MONTHLY. This reduction reflects an estimate of the costs of investing in the Constructed Index'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. The Constructed Index changed on July 1, 2009. For details, see Description of Performance Benchmarks below.

ROBINA FOUNDATION

Nancy Gilberg

From: Thomas Crosby [tcrosby@tcrosbylaw.com]
Sent: Saturday, October 24, 2009 8:36 AM
To: 'Gordon Aamoth'; 'H. Peter Karoff'; 'Schroeder, Steve'
Cc: ngilberg@robinafoundation.org
Subject: Taxing Matters

On Thursday I had a telephone discussion with the McDermott lawyers on the status of the IRS matters.

To make a long story short, the stipulation discussions (which solve everything except the Mauer related refund) have stalled. Apparently too many IRS divisions need to sign off. Peggy Quinn will continue to pester the IRS on the stipulation issue.

The reason for their call was to get permission to start work on a suit against the IRS in district court for the refund. You will remember that the refund matter is in district court and the remainder of the estate is in the tax court. The district court with a jury available is believed to be best for the refund case.

If not solved by stipulation, the tax court will calendar its issues in early spring. McDermott is worried that, when calendared, the tax court judge will see the refund issue and seek to have all issues joined in tax court.

For various reasons (with which I mostly agree) they believe starting a district court action will protect our position. It may also adversely affect any further efforts to settle by stipulation which is why I indicated to them that we needed to inform the family before filing any such action.

They also wanted to file two technical advice memoranda in which the IRS will answer questions related to specific fact situations – in effect a revenue ruling. These memoranda are very expensive from the legal stand point as the preparation time is substantial.

They estimated the cost of their program to be \$200,000 to \$300,000 at which point I asked where they stood with respect to their earlier estimates in filing the estate tax return. I noted that I was very dissatisfied with the lack of information on fees from J. P. Morgan and that we had no idea where we stood. They were surprised (and somewhat argumentative) and ultimately undertook to get the information. Further, they indicated that they had revised upward the estimates for legal fees at the time of the final filing of the estate return which would have been August of this summer (which fact is news to me even though J.P. Morgan makes that decision). I then indicated that I was going out of town and that, once the fee information was available, I would canvass the board and we would make a decision. They then said that, by delaying the decision 3 weeks, we were making the decision in that they could not be sufficiently prepared for a timely filing if they did not start now.

Conclusion: I said to go ahead on preparation of the suit but not to file it until I return and until the family attorneys are notified; no technical advice memoranda.

**FUTURE 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	9:00 a.m. to 11 a.m. (Central Daylight Time)
August 23-25, 2010 (Mon, Tues, Wed) Annual Meeting	Minneapolis, MN
November <u>16</u> , 2010 Conference Call	9:00 a.m. to 11 a.m. (Central Standard Time)

Pick a date for the 2010 November Board Meeting.

CFR

Thomas Crosby

From: Thomas Crosby [tcrosby@tcrosbylaw.com]
Sent: Thursday, September 03, 2009 2:08 PM
To: 'president@cfr.org'; 'spatrick@cfr.org'; 'James M. Lindsay'
Subject: FW: scan0083.pdf
Attachments: scan0083.pdf

Attached is an announcement about an administrative decision made by Robina Foundation.

If you have any questions, please contact me at 612-333-9111.

Tom

From: Nancy Gilberg [mailto:ngilberg@robinafoundation.org]
Sent: Thursday, September 03, 2009 1:47 PM
To: 'Thomas Crosby'
Subject: scan0083.pdf

ROBINA FOUNDATION

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

September 3, 2009

Robina Grantee Contacts:

At the conclusion of the Robina Foundation's Annual Meeting last week in Minneapolis, various administrative decisions were made.

One of those decisions related to the top staff position. Gordon Aamoth has served well as President since January of 2007, and has guided the Foundation through various administrative matters involving the estate of the Founder, James Binger, as well as establishing relationships with the four beneficiary organizations. Because of the nature of issues in and claims against Mr. Binger's estate, the funding of the Foundation and the size of its asset base has been unknown. Those items were mostly settled at the time of the Annual Meeting.

The Foundation Board hired a consultant to assist in defining the roles of the Board, the Board Members, and the staff. Her conclusion was that the organization would now be best served by an Executive Director working on a part time basis. Her suggestion was that the Executive Director be an individual with substantial experience in the foundation field as a senior executive.

The Board is working with the consultant to find such a person. Gordon has agreed to step down as President when such a person takes office.

We will inform you when an Executive Director is in place. Until then, your communications with Gordon and with the Foundation should continue as they have been in the past.

Sincerely,



Thomas M. Crosby, Jr.
Board Member, Robina Foundation

**COUNCIL ON
FOREIGN
RELATIONS**

58 East 68th Street, New York, NY 10021
tel 212.434.9400 fax 212.434.9401

Robina Foundation

*File copy - Do Not
Remove
Sent copy to USA at CBIZ
of 2nd round financing
for CFR on*

9/24/09

Manly

Receipt

Thank you for your recent contribution to the Council on Foreign Relations.

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

Name of Contributor: Robina Foundation

Date of Contribution: September 8, 2009

Amount Received: \$2,000,000.00

Please keep this receipt for tax purposes.

CFR is a 501(c)(3) not-for-profit organization and is publicly supported as described in 509(a)(1) of the Internal Revenue Code. Contributions are tax deductible to the extent permitted by law.

IRS Identification Number: 13-1628168

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

COUNCIL *on* FOREIGN RELATIONS

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

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September 11, 2009

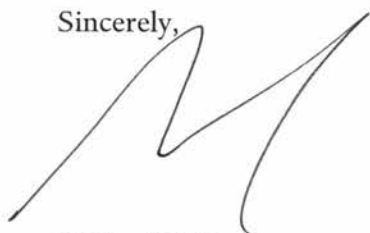
Dr. Gordon Aamoth
President
Robina Foundation
4900 IDS Center
80 South Eighth Street
Minneapolis, MN 55402

Dear Gordy:

Thank you for the Robina Foundation's second payment of \$2 million, received on September 8, 2009, toward its \$6 million pledge to the Council on Foreign Relations (CFR). This generous contribution will support the second year of CFR's International Institutions and Global Governance Program, which has already established itself as an important voice in the policy conversation on institutional requirements for effective multilateral cooperation in the twenty-first century.

We are grateful to you and your colleagues for Robina's investment in the work of CFR. Our official receipt is enclosed for your records.

Sincerely,



Richard N. Haass
President

tel 212.434.9540 fax 212.434.9880
president@cfr.org

Enclosure

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

FACSIMILE TRANSMISSION FORM

DATE	September 1, 2009
TO	Timothy S. Towle, USBank
FAX #	651-466-8915
FROM	Gordon Aamothe, President
SUBJECT	Transfer of \$2,000,000 to Council on Foreign Relations

(Page 1 of 1 Pages)

Tim,

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

Instructions for Wire Transfer

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

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

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

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


Gordon M. Aamothe, President
Robina Foundation