



[Robina Foundation](#)

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ROBINA FOUNDATION

Board Meeting

Conference Call

Tuesday, May 15, 2012

10 a.m. – 12 noon (CDT)

8 a.m. – 10 a.m. (PDT)

11 a.m. – 1 p.m. (EDT)

**Robina Foundation
2012 Board Meeting Dates**

DATE (2012)	PLACE/TIME
February 13-15, 2012 (Mon, Tues, Wed) (Valentine's Day – February 14) Santa Barbara, California	California Monday, February 13 – 6:30 p.m. Dinner (PST) Tuesday, February 14 – 8 a.m. – 4 p.m. (PST) Dinner at the Karoff's home 6 p.m. (PST) Wednesday, February 15 – 8:00 a.m. to 12 noon (PST)
May 15, 2012 (Tuesday) Conference Call	10:00 a.m. to 12 noon (CDT)
July 30 – August 1, 2012 (Mon, Tues, Wed) Annual Meeting Minneapolis, Minnesota	Minneapolis, MN Monday, July 30 – 6:00 p.m. Dinner (CDT) Tuesday, July 31 – 8 a.m. to 4 p.m. (CDT) Wednesday, August 1 – 8 a.m. to 12 noon (CDT)
November 13, 2012 (Tuesday) Conference Call	10:00 a.m. to 12 noon (CST)
DATE (2013)	PLACE/TIME
February 25-27, 2013 (Mon, Tues, Wed)	Minneapolis, MN Monday, February 25 – 6:00 p.m. Dinner (CST) Tuesday, February 26 – 8 a.m. to 4 p.m. (CST) Wednesday, February 27 – 8 a.m. to 12 noon (CST)

StanfordSOCIAL INNOVATION^{REVIEW}

Channeling Change: Making Collective Impact Work

By Fay Hanleybrown, John Kania, & Mark Kramer

Stanford Social Innovation Review
2012

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Channeling Change: Making Collective Impact Work

An in-depth look at how organizations of all types, acting in diverse settings, are implementing a collective impact approach to solve large-scale social problems.

BY FAY HANLEYBROWN, JOHN KANIA, & MARK KRAMER

What does a global effort to reduce malnutrition have in common with a program to reduce teenage substance abuse in a small rural Massachusetts county? Both have achieved significant progress toward their goals: the Global Alliance for Improved Nutrition (GAIN) has helped reduce nutritional deficiencies among 530 million poor people across the globe, while the Communities That Care Coalition of Franklin County and the North Quabbin (Communities That Care) has made equally impressive progress toward its much more local goals, reducing teenage binge drinking by 31 percent. Surprisingly, neither organization owes its impact to a new previously untested intervention, nor to scaling up a high-performing nonprofit organization. Despite their dramatic differences in focus and scope, both succeeded by using a collective impact approach.

In the winter 2011 issue of *Stanford*

FAY HANLEYBROWN is a managing director of FSG, where she oversees the firm's Seattle office and collective impact approach area. Before joining FSG, she was a consultant at McKinsey & Co., and a vice president at investment bank UBS Warburg in Hong Kong.

JOHN KANIA is a managing director at FSG, where he oversees the firm's consulting practice. Before joining FSG, he was a consultant at Mercer Management and Consulting and Corporate Decisions Inc.

MARK KRAMER is the co-founder and a managing director of FSG. He is also the co-founder and the initial board chair of the Center for Effective Philanthropy, and a senior fellow at Harvard University's John F. Kennedy School of Government.

Social Innovation Review we introduced the concept of "collective impact" by describing several examples of highly structured collaborative efforts that had achieved substantial impact on a large scale social problem, such as The Strive Partnership¹ educational initiative in Cincinnati, the environmental cleanup of the Elizabeth River in Virginia, and the Shape Up Somerville campaign against childhood obesity in Somerville, Mass. All of these initiatives share the five key conditions that distinguish collective impact from other types of collaboration: a common agenda, shared measurement systems, mutually reinforcing activities, continuous communication, and the presence of a backbone organiza-

tion. (See "The Five Conditions of Collective Impact" below.)

We hypothesized that these five conditions offered a more powerful and realistic paradigm for social progress than the prevailing model of isolated impact in which countless nonprofit, business, and government organizations each work to address social problems independently. The complex nature of most social problems belies the idea that any single program or organization, however well managed and funded, can singlehandedly create lasting large-scale change. (See "Isolated Impact vs. Collective Impact" on page 2.)

Response to that article was overwhelming. Hundreds of organizations and indi-

The Five Conditions of Collective Impact

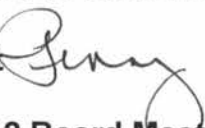
Common Agenda	All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.
Shared Measurement	Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.
Mutually Reinforcing Activities	Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.
Continuous Communication	Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.
Backbone Support	Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.



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ROBINA FOUNDATION

TO: Robina Board of Directors
FROM: Penny Hunt 
RE: May 15, 2012 Board Meeting
DATE: May 3, 2012

Following are a few highlights of material in this Board Book; my Executive Director's Report at Tab 2 also provides background on some of the material in the book.

Structure of the Agenda:

Previously the agendas have been structured around the nature of the discussion: e.g. reports from all Robina Grantees were under the same tab, as were all proposals. That structure seemed a bit confusing at the February meeting, so the agenda for this meeting provides for separate consideration of all material related to each grantee. We'll see how this works.

Tab 4:

With the help of projections from Mike Sullivan, Nancy and I revised the "Robina Foundation Grants" chart to more accurately reflect the impact on Robina's "fund balance" of grants approved, proposed and possible future requests. At Tom's suggestion we added an "Allowance for Future Grants" since we assume that all Robina Grantees will receive funds not currently paid, committed or even included in possible future requests. We hope that this will help Board Members chart the foundation's future course, including the timing and size of future grants.

Note that the chart now shows the total funding of each Robina Grantee.

Tab 5: University of Minnesota

In addition to review of updates on the Institute of Criminal Law and Criminal Justice and other programs funded by Robina, the Board will consider grant requests for two additional programs: *Clinic Funding Opportunities* and *Public Interest Scholars*. The Board reviewed brief summaries of these programs and requested proposals for consideration at this meeting.

Tab 7: Yale Law School

YLS has submitted a report on the last 12 months of its work to facilitate payment of the next installment of Robina's multi-year commitment.

Tab 8: Abbott Northwestern Hospital

Dick Adair has provided a "final report" on the Care Guide Program with the results of Phase II of the program. Dick will meet with the Board in July to discuss these results, as well as the initiative as a whole.

Tab 10: July Board Meeting

I've included feedback from Susan, Tom, Peter and Steve on suggestions for discussions of the future of Robina grantmaking to help Board Members discuss how we should proceed at the July and perhaps the February 2013 Board Meeting. Kathleen sent me the article in the Stanford Social Innovation Review entitled "Channeling Change: Making Collective Impact Work." I've copied two interesting charts from the article, which relate to our discussions of the potential for joint work by Robina Grantees.

As always, let me know if you have questions or concerns about plans for the Board Meeting or other work of Robina!

Robina Foundation Board of Directors Meeting

Conference Call

Wednesday, May 15, 2012
10:00 a.m. to 12:00 Noon (CDT)

Participant Instructions: 1. Dial 1-877-820-7831

2. Enter the Participant Passcode: 3167335# (must dial #key)

Time	Agenda Item	Tab #
10:00 a.m.	Welcome and Call to Order – Crosby	
10:05 a.m.	Minutes of February 14-15, 2012 Board Meeting – Schroeder - Action	1
10:10 a.m.	Executive Director's Report – Hunt	2
10:15 a.m.	Treasurer's Report – Crosby • Assets and Grants • Assets Detail • Quarterly Financial Report from Mike Sullivan	3
✓ 10:30 a.m.	Grant Program – Hunt • Robina Foundation Grants • Program Oversight: Discussion	4
10:40 p.m.	University of Minnesota Law School • Institute of Criminal Law and Criminal Justice: Updates • Six-Month Reports ➤ <i>Institute of Criminal Law and Criminal Justice</i> ➤ <i>Law, Public Policy and Society Program (LaPPS)</i> ➤ <i>Scholarships</i> • Proposals – Action ➤ <i>Clinic Funding Opportunities</i> ➤ <i>Public Interest Scholars</i>	5
✓ 11:00 a.m.	Yale School of Drama - Update	6
→ 11:15 a.m.	Yale Law School - Action • Annual Report: <i>Robina Human Rights Fellowship Initiative</i>	7
11:25 a.m.	Abbott Northwestern Hospital • Final Report: <i>Care Guides in the Primary Care Office</i> • Six-Month Report: <i>Late Life Supportive Care Program (LLSC)</i>	8
11:40 a.m.	Council on Foreign Relations • Six-Month Report: <i>Use of Online Videos</i>	9
11:50 a.m.	Other Business • July Board Meeting: Agenda Items ➤ Meeting with Dick Adair and Eric Anderson ➤ Presentation by Kevin Reitz and Richard Frase (U of M) ➤ Program Brainstorming	10
12 noon	Adjournment	

1	MINUTES FEBRURAY 14-15, 2012
2	EXECUTIVE DIRECTOR'S REPORT
3	TREASURER'S REPORT
4	GRANT PROGRAM
5	UNIVERSITY OF MINNESOTA LAW SCHOOL
6	YALE SCHOOL OF DRAMA
7	YALE LAW SCHOOL
8	ABBOTT NORTHWESTERN HOSPITAL
9	COUNCIL ON FOREIGN RELATIONS
10	OTHER BUSINESS

**Robina Foundation
Meeting Minutes
February 14 – 15, 2012**

A meeting of the Board of Directors of the Robina Foundation, a Minnesota nonprofit corporation, was held on February 14 and 15, 2012, at the Four Seasons Resort in Santa Barbara, California.

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

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

Pamala Blane of Office Team was present and served as recorder.

February 14, 2012

Welcome and Call to Order

Crosby, Chair, called the meeting to order and welcomed Board Members and guests Diane Meier and Roger Warren.

Presentation / Discussion with Diane Meier

Schroeder introduced Diane Meier, MD, FACP, Director of the Center to Advance Palliative Care, a national organization devoted to increasing the number and quality of palliative care programs in the United States. Dr. Meier's presentation, *Palliative Care 2012: Matching Care to Our Patients' Needs*, provided Board Members with background on the development and purpose of palliative and the current status of palliative care treatment in the United States.

Presentation / Discussion with Roger Warren

Blatz introduced Judge Roger Warren, President Emeritus of the National Center for State Courts and Director of NCSC's national sentencing reform project. Judge Warren's presentation, *State Sentencing and Corrections Reform: A Judicial Perspective*, highlighted issues in the criminal justice systems and the work of Justice Reinvestment to apply evidence-based practices and evidence-based sentencing to impact recidivism in the criminal justice system.

Grant Program

After reviewing material showing spending levels and impact on the longevity of the Foundation, Board Members confirmed that the Foundation will not seek parity in the grants to Robina Grantees and discussed ideas for the Grant Program going forward. Ideas put forth included:

- The need to not just "go with the flow," but rather to think more intentionally/strategically to find an approach or approaches with the potential for truly transformational grantmaking;

- The opportunity to re-visit possibilities for a "common theme" among the work of Robina Grantees;
- Opportunities to push and explore collaboration among multiple Robina Grantees for collaboration;
- The freedom permitted by Robina Bylaws to fund a variety of opportunities at Robina Grantees.

Board Members discussed the need to set aside a portion of the July 2012 or February 2013 Board Meeting to brainstorm options/approaches for the future, with the possibility of bringing representatives of Robina Grantees together at a future Board Meeting. Hunt will follow up with Board Members to identify preliminary thoughts for this process.

Major Multi-Year Grants

Yale School of Drama: Center for New Theatre

Board Members discussed Yale School of Drama's proposal for endowment funding of the Center for New Theatre to be called the "Binger Center for New Theatre." Emphasizing the transformational impact of a grant of this size and the potential for "shock waves" in the theater world,

Upon motion made and seconded the Board approved funding for the Binger Center for New Theatre at Yale University consistent with the proposal dated August 1, 2011, in an amount to be determined to accomplish the financial objectives on page 14 of the proposal, to be funded, if possible, with one payment prior to June 30, 2012.

The Board called Dean James Bundy of Yale School of Drama to tell him the Board's decision. Needless to say, the Dean was surprised and very pleased.

To finalize the grant the following is needed: determination of the actual amount of the grant in consultation with Mike Sullivan and Yale; discussion with Dean Bundy concerning the use and expansion of the Performance Enhancement Fund; agreement on the timing of the evaluation; consultation with the Binger Family about the name of the center; agreement on the grant indenture; clarification with Yale that this large grant will dominate Robina's major support at Yale.

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payment & disc. is all be.*

Abbott Northwestern Hospital

Board Members discussed material provided by ANWH describing the launch of the *Late Life Supportive Care* initiative and the connection with Twin Cities Public Television, noting in particular the opportunity for this project to be a model for community hospitals if the initiative is successful and ANWH markets it effectively. The Board will look for demonstrable evidence of success during the first three years before providing additional funding.

University of Minnesota Law School: Institute of Criminal Law and Criminal Justice

To follow up on information presented by Roger Warren and Board Members' concerns about the leadership of the Institute, Board Members directed Crosby, Blatz and Hunt to meet with Dean Wippman to determine whether Institute leaders are aware of the work described by Judge Warren, to suggest that the U could assist this work by consolidating information and providing thought leadership in the reform of the criminal justice system and to convey the Board's reservations about Mike Tonry's role with the Institute.

Discretionary Grants

Council on Foreign Relations: Expanded Diversity Initiative in Foreign Policy

Upon motion made and seconded, the Board approved a three-year grant to the Council on Foreign Relations to support the *Expanded Diversity Initiative in Foreign Policy* in accordance with the schedule attached to the proposal subject to adjustment of indirect costs related to the work of Humanity in Action.

The Board directed Hunt to inform CFR that the Robina Foundation is not interested in supporting the addition of an initiative in London and to request that CFR's reports to the Foundation include information on CFR's demographics.

Yale University: Transforming Undergraduate Science Education

In view of the decision to endow the Center for New Theatre, the Board decided not to provide support for the science education initiative.

University of Minnesota Law School: Center for Innovation in Environmental and Energy Law

Board Members expressed the preference to focus on the University's Institute for Criminal Law and Criminal Justice rather than provide funding for implementation of another center.

University of Minnesota Law School: Additional Funding Options

Board Members discussed brief descriptions of additional opportunities to support the University of Minnesota Law School and expressed interest in reviewing proposals for the following: Robina Clinical Teaching Fellowships and Additional Clinic Faculty.

February 15, 2012

Welcome and Call to Order

Crosby called the meeting to order, welcomed Board Members to the second day of the Robina Foundation Board Meeting and thanked Peter and Marty Karoff for hosting last night's Board dinner.

Minutes from November 15, 2011 Board Meeting

A motion made and seconded to approve the Minutes of the November 15, 2011, meeting was approved unanimously.

Executive Director's Report

Hunt called Board Members' attention to the Executive Director's Report in the board book.

Treasurer's and Legal Reports

Crosby reviewed the path to recovery of funds from the IRS, including the work done by McDermott Will & Emery and JP Morgan. Settlement should be achieved by the end of March with the result that the Foundation will receive most of the estate's assets currently held by JP Morgan as well as the IRS payment. To finalize the settlement, the Foundation will need to approve the estate accounting.

Board Members reviewed reports on the Foundation's assets and expressed interest in receiving quarterly statements from US Bank and/or Mike Sullivan that show the performance of the Foundation's assets.

Hunt presented the proposed 2012 Foundation Budget included in the board book for approval. After discussion of the proposed budget,

A motion made and seconded to approve the 2012 Operating Budget was approved unanimously.

Board Members suggested that US Bank's investment management fees be added to the budget to give a more complete picture of the Foundation's expenses.

Other Business

Foundation support for Board travel and expenses

Board Members discussed Foundation support for Board Members' participation in activities related to Robina Grantees and determined that a request for support is appropriate when the activity is directly related to a program supported by the Foundation and where Foundation involvement is sought out by the CEO of the Robina Grantee. Upon receipt of a Board Member's request, the Robina Board will determine whether Foundation support is appropriate.

Electronic Board Books

Board Members discussed use of iPads and software designed to facilitate electronic "board books" as a possible way to streamline the Foundation's and Board Members' work. Gilberg will research options and feasibility.

July Board Meeting

Board Members re-visited earlier discussions concerning the Foundation's Grant Program and suggested that Hunt poll Board Members for ideas for collaboration/cross pollination and for visions of the Foundation's future work.

Adjournment

There being no other business, the meeting was adjourned.

Respectfully Submitted,

Steven A. Schroeder, Secretary

Date

**ROBINA FOUNDATION
BOARD OF DIRECTORS MEETING
May 15, 2012**

EXECUTIVE DIRECTOR'S REPORT

As in the past, my time following the February meeting was occupied with follow-up to that meeting and preparation for the May meeting, including, in particular, work with Robina Grantees described below.

WORK WITH ROBINA GRANTEES

Yale School of Drama

Following my April 10 email update to you, Tom and I continued to work with Yale School of Drama and Yale Administration to finalize Robina's endowment grant to support YSD's Binger Center for New Theatre. **Tab 8** includes a copy of the signed Indenture with the proposal and financial budget attached.

YSD developed a plan for communication of the grant, which included the press release also found at Tab 8. Peter served as Robina's spokesperson, while I attended the reception and performance of *The Realistic Joneses* on April 26, which served as the centerpiece of the announcement.

Yale's appreciation for the grant is expressed in President Levin's letter also found at Tab 8.

Council on Foreign Relations

Diversity Initiative: Following the February meeting, Jim Lindsay and I discussed and resolved the question of indirect expenses in connection with Robina's grant to CFR for the diversity initiative. According to Jim, both CFR and Humanity in Action are moving forward quickly and effectively. Susan's contact at HIA gave her a similar report. HIA has selected a group of diverse fellows from leading schools including the University of Minnesota. HIA's director will join the directors of a select group of Global Leadership Development initiatives at a meeting in June at Yale sponsored by Yale's World Fellow Program. (As Susan noted, this is an example of Robina Grantees working together.) Apparently as a result of the HIA-CFR joint venture, the HIA program has been invited to explore a joint program with a distinguished diplomatic institute in Vienna. Good results coming from Robina's work!

IIGG: Gordy and I attended the March 12-13 inaugural meeting of the Council of Councils in Washington. As I indicated in an email following the conference, participants clearly appreciated coming together and eagerly discussed follow-up to the first meeting. According to Jim Lindsay, since the meeting four organizations have asked to join CoC, indicating that there is strong global interest in the aims of the CoC and no shortage of potential partners.

CFR staff prepared a rapporteur report on the inaugural CoC conference which is available on the cfr.org website www.cfr.org/projects/world/council-of-councils/pr1592. Stewart blogged about the conference on his blog, *The Internationalist*, which is also available on cfr.org. (The title of the post on the CoC is *The Launch of a Global Conversation* posted on April 13.) To facilitate communication among members of the CoC, CFR launched the "Global Roundup," which will collect opinions from CoC members on major global events and breaking international stories. The results of the "roundup" will be posted on the CFR website. CFR anticipates that the first Global Roundup will be on the selection of the new president of the World Bank.

As you can tell, the CFR website is very robust and interesting. Check it out if you haven't already done so. Also check out the Global Governance Monitor, which is part of the IIGG initiative. (Go to cfr.org; Publications; Interactives) The Global Governance Monitor now explores seven topics ranging from Human Rights to Public Health to Terrorism.

Note CFR's booklet on IIGG in the back pocket of the Board Book.

University of Minnesota Law School

Institute of Criminal Law and Criminal Justice: As you know, Tom and Kathleen met with Dean Wippman to follow up on the Board's discussion of the leadership and focus of the Institute of Criminal Law and Criminal Justice. Tom summarized those discussions in an email to you. I then followed up with Dean Wippman to assure that he understands the board's questions and concerns. Dean Wippman proposed that he address the Board's concerns by preparing a letter describing links between the work Roger Warren discussed in his presentation at the February meeting and the work of the University of Minnesota's Institute. Dean Wippman's letter is found at **Tab 5**.

On March 30 Tom and I attended the Institute's *Meeting on Sentencing Commissions and Guidelines*, led by Richard Frase and Kevin Reitz. About 30 people attended the meeting, including representatives of various states' sentencing commissions, universities and departments of correction, as well as retired prosecutors and judges. Participants discussed "Criminal History Scoring and its Effects in Guidelines Systems" and "Actuarial Risk Assessment in Guidelines Systems, present and future." (The latter discussion included a presentation by Brian Ostrom of the National Center for State Courts, the organization Roger Warren led for many years.) The topics discussed enhanced our understanding of the work Roger described at the February Board Meeting and how it fits into the "sentencing stream" of the Robina Institute. Several participants emphasized the importance of this kind of gathering, noting how rarely they are able to exchange information and talk with others addressing sentencing issues. Professors Frase and Reitz explained that as part of the Institute, the University of Minnesota will work with the sentencing commissions of 2-3 states. Professors Frase and Reitz will meet with the Robina Board in July.

Tom attended the April 26 Annual Robina Institute Conference, *Crime and Justice in America, 1975 – 2025.* He'll report on the conference at the Board Meeting.

Note the University's booklet describing the Robina Institute in the back pocket of the Board Book.

University of Minnesota Proposals: Kathleen and I reviewed drafts of the U's proposals for *Clinic Funding Opportunities* and *Public Interest Scholars* and provided input for the proposals found at **Tab 5**.

PREPARATION FOR JULY BOARD MEETING

To follow up on the Board's brief discussion in February of the future of Robina's Grantmaking, I asked Board Members to provide preliminary thoughts to stimulate thinking about new approaches the Board might initiate. Tom, Susan, Steve and Peter responded with their ideas/reactions. Their responses are found at **Tab 10** for discussion at the Board Meeting.

**ROBINA FOUNDATION
ASSETS AND GRANTS**

Q/E DATE	ASSETS	GRANTS (cumulative)	GRANTS (outstanding commitments)
12/31/07	\$149,839,012.57	\$350,000	\$ 0
12/31/08	128,359,302.03	7,028,535	17,507,864
12/31/09	127,065,750.39	14,719,093	9,947,881
03/31/10	126,595,324.27	14,719,093	9,947,881
06/30/10	123,001,620.97	15,719,093	8,947,881
09/30/10	121,856,212.63	20,549,431	10,067,543
12/31/10	128,007,811.51	22,922,663	7,694,311
03/31/11	128,482,893.73	22,922,663	16,944,311
06/30/11	128,031,543.16	24,422,663	15,444,311
09/30/11	125,106,894	30,208,267	23,229,046
12/31/11	120,827,123	30,658,267	32,895,500
03/31/12	121,350,931	34,489,187	48,338,828 (1)

- (1) Includes commitments of \$7,309,758 (over 2 years) to Abbott's Late Life Supportive Care project; \$10,305,357 (over 5 years) to CFR's IIGG Phase II, \$276,805 (2012) for CFR's Online Video project, and \$897,214 for CFR's Diversity Initiative; \$893,457 (2012) to U of M LaPPS final payment, \$6,656,237 (over 4 years) for U of M Institute of Criminal Law & Justice program, and \$1,000,000 (over 4 years) to U of M Scholarship program; \$3,000,000 (over 3 years) to Yale Law School Human Rights II program; and \$18,000,000 to Binger Center for New Theatre (to be paid in 2012).

ROBINA FOUNDATION ASSETS DETAIL

USbank Checking, USbank Investment Account, TIFF Account, Estate of Jim Binger, IRS Refund

Assets	12/31/07	12/31/08	12/31/09
USbank Checking	\$28,607.85	\$39,292.02	\$3,299,000.81
USbank Investment	28,068,147.99	21,523,747.18	30,793,370.96
TIFF	8,587,802.83	6,356,616.51	8,183,916.75
Estate of Jim Binger	96,165,289.90	83,450,482.32	67,800,297.87
IRS Refund	16,989,164.00 (1) (2)	16,989,164.00	16,989,164.00
Total	\$149,839,012.57	\$128,359,302.03	\$127,065,750.39

Assets	03/31/10	06/30/10	09/30/10
USbank Checking	\$3,260,931.19	\$2,211,528.66	\$5,338,375.00
USbank Investment	30,990,610.24	31,231,745.96	23,575,643.46
TIFF	8,441,421.21	8,058,254.83	8,792,014.78
Estate of Jim Binger	66,913,197.63	64,510,927.52	67,161,015.39
IRS Refund	16,989,164.00	16,989,164.00	16,989,164.00
Total	\$126,595,324.27	\$123,001,620.97	\$121,856,212.63

Assets	12/31/10	03/31/11	06/30/11
USbank Checking	5,279,343.30	3,969,261.41	3,899,548.61
USbank Investment	21,160,516.65	70,072,133.88	79,068,499.17
TIFF	9,262,202.25	Closed – Funds wired to USbank	-0-
Estate of Jim Binger	82,985,461.31	45,121,210.44	35,743,207.38
IRS Refund	9,320,288.00 (3)	9,320,288.00	9,320,288.00
Total	\$128,007,811.51	\$128,482,893.73	\$128,031,543.16

Assets	09/30/11	12/31/11	03/31/12
USbank Checking	3,242,279	3,107,762	1,554,595
USbank Investment	79,623,780	74,568,396	76,710,536
Estate of Jim Binger	30,618,655	30,705,220	30,640,055
IRS Refund	11,622,180	12,445,745	12,445,745 (4)
Total	\$125,106,894	120,827,123	121,350,931

- (1) Estimated info from Peggy Quinn of McDermott.
- (2) This figure includes both a refund from the IRS and amounts payable by the Binger Marital Trust to the Binger Estate because such Trust owes money to the IRS which money is subtracted by the IRS from monies otherwise payable to the Estate.
- (3) Updated info from Peggy Quinn of McDermott.
- (4) The expected amount is at least \$12,445,745.



ROBINA FOUNDATION

Quarterly Financial Report March 31, 2012

Prepared by:

Michael Sullivan

Nicole Klein

Mission Statement

The Robina Foundation, a Minnesota-based private grantmaking foundation, seeks to positively impact critical social issues by encouraging innovation and financially supporting transformative projects of its four institutional partners. These partners, selected by the Foundation's founder, James H. Binger, are:

Abbott Northwestern Hospital, Minneapolis, MN; The Council on Foreign Relations, New York, NY;
University of Minnesota Law School, Minneapolis, MN; and Yale University, New Haven, CT.

(<http://www.robinafoundation.org/index.php>)

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EXECUTIVE SUMMARY

Quarter 1, 2012

The report includes:

- Detail of USBANK's market portfolio
- Graphic representations of sources of capital and asset allocation
- Changes in these during the recent quarter
- Detailed spreadsheets of sources of capital and asset allocation
- Current and targeted portfolio allocations, and
- My observations.

Observations:

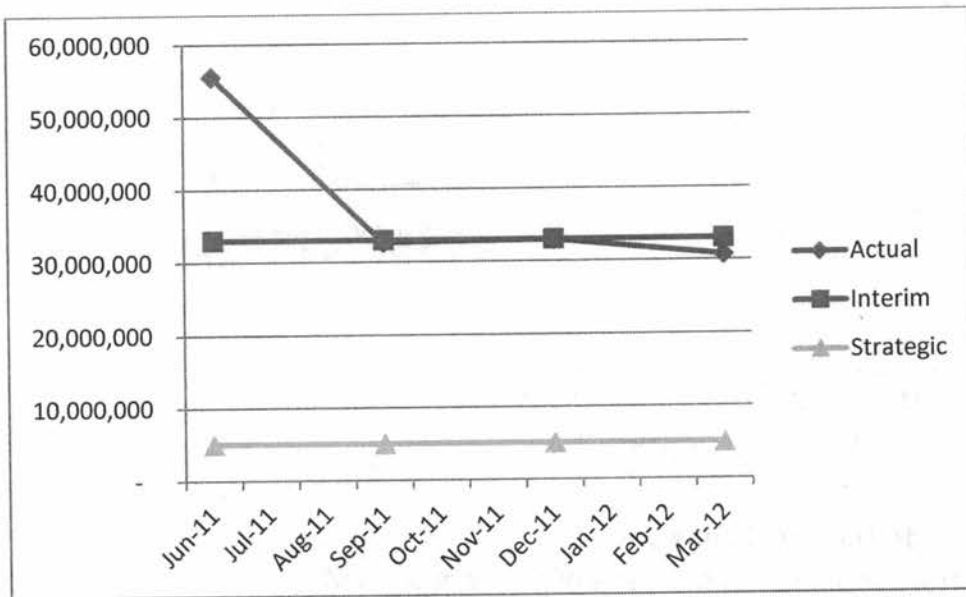
- Cash is still high at \$30.7M vs. strategic target of \$5.0M due to JP Morgan retainage and pending IRS refund. This is acceptable until a decision is made on the timing of the Yale Grant. This excess cash should be considered as substitute for US Government Bonds. *
- There are no investment is US Government Bonds verses a strategic target of \$54.2M. The historic low returns will likely continue for two more years per the Fed FOMC announcement in January 2012. However, as a limited term foundation we need to invest in the safety of US Governments.
- The Market Portfolio is high at \$78.1M verses the strategic target of \$61.5M. This investment includes \$18.8M in Corporate Bonds, mostly as a substitute for US Government Bonds; the returns are higher, but the risk is greater (remember AIG, GM which were rated AAA before default three years ago).
- Once a determination on the timing of the Yale Grant is finalized, we will need to identify sources of funds and adjust the portfolio.
- Finally, we need to communicate an estimated cash flow budget for 2012 to US Bank.

EXECUTIVE FINANCIAL SUMMARY

	September 30, 2011	December 31, 2011	March 31, 2012
Cash	\$32,693,488	\$32,942,729	\$30,740,303
US Gov't Bonds	0	0	0
Market Portfolio	80,791,223	75,438,899	78,164,882
Corp Bonds	19,339,807	19,719,039	18,897,774
Equity	39,889,730	33,512,561	36,373,047
Other	22,501,686	22,207,299	22,894,061
IRS Refund	11,662,189	12,445,745	12,445,745
Total	\$125,146,891	\$120,827,373	\$121,350,930

SOURCES OF ASSETS

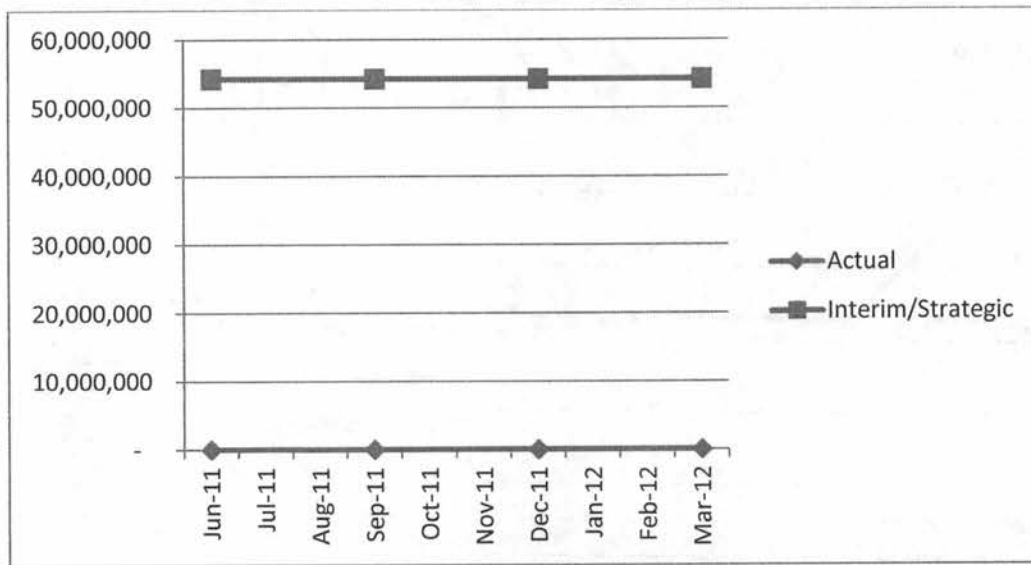
FIGURE 1: TOTAL CASH



- Accounts in Cash: JHB Cash/MM, JHB Income Cash/MM, JHB Revocable Trust, JHB Income Account, US Bank Cash/MM, US Bank Checking
- Interim amount is JHB accounts, checking accounts, rounded \$33M
- Strategic amount is six months in cash or \$5M

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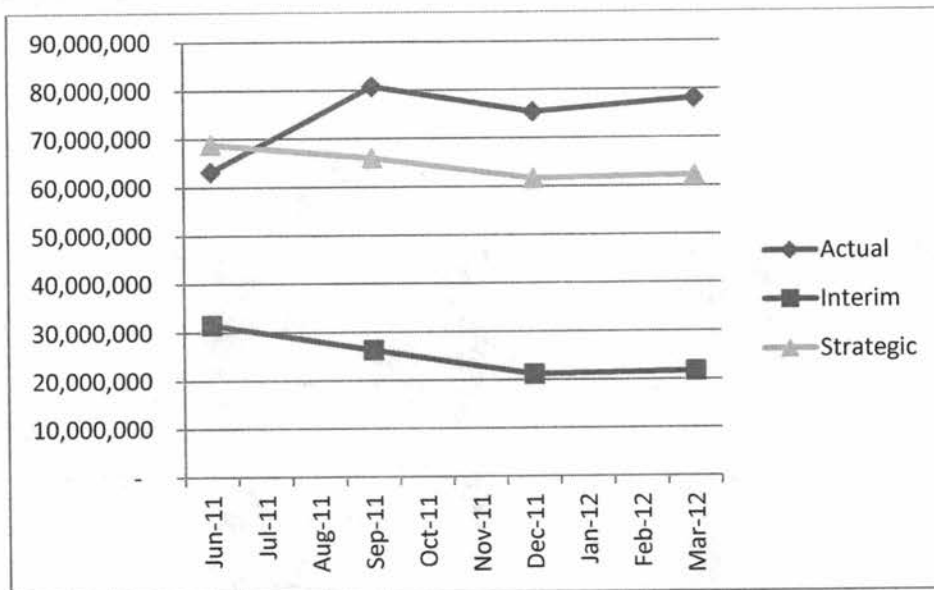
FIGURE 2: TOTAL US GOV'T BONDS



- Accounts in Bonds: US Gov't Bonds Only
- Interim and strategic amount is five years of grants or \$54.2M

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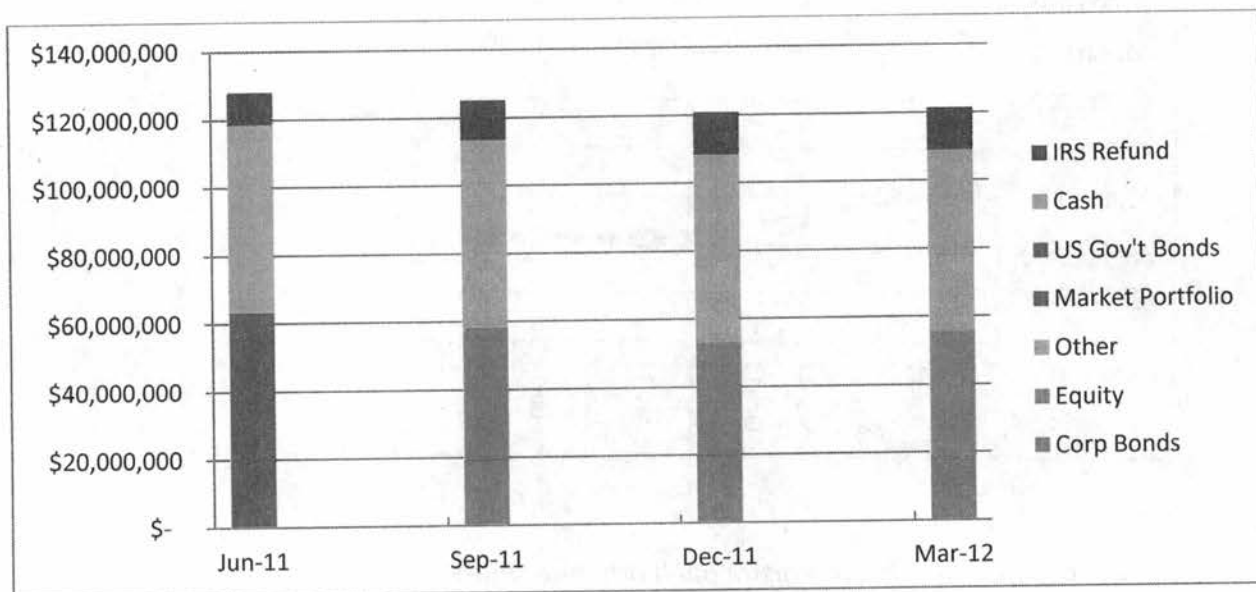
FIGURE 3: TOTAL MARKET PORTFOLIO



- Accounts in Market Portfolio: All other accounts
- Interim target is remaining amount
- Strategic target is remaining amount

STACKED BAR CHART

FIGURE 4: TOTAL SOURCES



SOURCES OF CAPITAL

	9/30/2011	12/31/2011	3/31/2012
JP Morgan			
JHB Cash/MM	\$ 15,293,671	\$ 15,214,829	\$ 15,145,986
JHB-Income Cash/MM	449,127	449,593	449,594
Total	\$ 15,742,798	\$ 15,664,422	\$ 15,595,580
Revocable Trust			
JHB Revocable Trust	5,526,532	5,690,067	5,690,067
JHB Income Account	7,230,756	7,232,432	7,235,859
Tartan I LP	84,654	84,635	84,635
Total	\$ 12,841,942	\$ 13,007,134	\$ 13,010,561
Other Securities			
Venture Capital	1,184,802	1,184,802	1,184,802
All Other Securities	849,112	849,112	849,112
Total	\$ 2,033,914	\$ 2,033,914	\$ 2,033,914
Total Estate of JHB	\$ 30,618,654	\$ 30,705,470	\$ 30,640,055

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	9/30/2011	12/31/2011	3/31/2012
US Bank			
Total Cash/MM	\$ 951,124	\$ 1,248,046	\$ 664,203
US Gov't Bonds	0	0	0
Corporate Issues	15,334,835	15,563,407	14,602,314
Ontario Province	162,305	161,181	161,463
Bp Capital Plc	742,154	747,467	750,743
Total Capital Sa	530,805	529,510	522,755
NuVeen Heigh Income Bond Fd CI I	2,629,708	2,717,474	2,860,499
Total non- Gov't	19,399,807	19,719,039	18,897,774
Total Corp Bonds	\$ 19,399,807	\$ 19,719,039	\$ 18,897,774
Stock Funds	22,251,641	23,856,658	26,705,101
Common Sense Offshore Ltd	2,064,466	2,105,161	2,035,497
Flag Private Equity LP	2,500,000	1,195,695	1,195,695
Flag Venture Partners III LP	5,000,000	1,009,145	1,009,145
Flag Venture Partners IV LP	2,125,000	1,244,759	1,244,759
Pfingsten Partners III LP	2,000,000	1,174,952	1,174,952
Pointer Offshore Ltd	2,948,623	2,926,191	3,007,898
Total Hedge Equities	16,638,089	9,655,903	9,667,946
Total Equities	\$ 38,889,730	\$ 33,512,561	\$ 36,373,047

Continued on next page...

	9/30/2011	12/31/2011	3/31/2012
US Bank, continued			
Barclays Bank Plc	\$ 512,515	\$ 510,805	\$ 509,370
Ontario Province	225,717	223,761	223,385
T Rowe Price Intl Bond Fund	1,972,496	1,921,211	1,946,853
Total non-US	2,710,728	2,655,777	2,679,608
Gam Absolute Return Bond Fund	3,087,532	3,056,933	3,263,992
Gca Credit Opportunities Offshore	3,881,166	3,920,421	3,982,227
Marathon Credit Opportunity Fund Ltd	2,929,891	2,808,318	2,932,559
Total Hedge	9,898,589	9,785,672	10,178,778
IDR Core Equity Re Strategy 2010	4,798,615	5,964,561	6,102,963
Baclays Bank Plc	665,700	0	0
Barclays Bank Plc	674,475	0	0
Inv Balance Risk Comm Str Y	826,076	859,052	948,677
Oppenheimer Com Str Tr Fd Y	808,935	823,688	865,486
Total Commodities	2,975,186	1,682,740	1,814,163
Total Other Bonds, Real Estate, Commodities	\$ 20,383,118	\$ 20,088,750	\$ 20,775,512
US Bank Total	\$ 79,623,779	\$ 74,568,396	\$ 76,710,536
US Bank Checking	3,242,278	3,107,762	1,554,594
IRS Refund	11,662,180	12,445,745	12,445,745
Gross Total	\$ 125,146,891	\$ 120,827,373	\$ 121,350,930

ASSET ALLOCATION REPORT: MARCH

	3/31/2012	Actual %	Interim \$	Int %	Strategic \$	Strat %
Cash						
JHB Cash/MM	15,145,986					
JHB-Income Cash/MM	449,594					
JHB Revocable Trust	5,690,067					
JHB Income Account	7,235,859					
US Bank Cash/MM	664,203					
US Bank Checking	1,554,594					
Total Cash	\$ 30,740,303	25%	\$ 33,000,000	27%	\$ 5,000,000	4%
US Gov't Bonds						
	\$0	0%	\$ 54,200,000	45%	\$ 54,200,000	45%
Market Portfolio						
Corp Bonds	18,897,774					
Equity (US & non-US)	36,373,047					
Other	22,894,061					
Total Market Portfolio	\$ 78,164,882	64%	\$ 21,705,185	18%	\$ 62,150,930	51%
IRS Refund						
	\$ 12,445,745	10%	\$ 12,445,745	10%	\$0	0%
Gross Total	\$ 121,350,930	100%	\$ 121,350,930	100%	\$ 121,350,930	100%
*Please note Other includes: Tartan I LP, Venture Capital, All Other Securities, Other Bonds, Real Estate, Commodities						

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April 26, 2012

Thomas Crosby, Esq.
Chairman of the Board
Robina Foundation
4900 IDS Center
80 South 8th Street
Minneapolis, MN 55402

Re: Evidence-based Sentencing

Dear Tom:

I appreciate very much the feedback from the board's meeting with Roger Warren. I understand that meeting raised some questions concerning the role evidence-based sentencing might play in the work of the Law School's new Robina Institute on Criminal Law and Criminal Justice.

I have spoken with Kevin Reitz and Richard Frase, the faculty who lead the sentencing law and policy program of the Robina Institute. They are cautious in their invocation of terms such as "evidence-based sentencing" or "evidence-based policy" because such terms are often used as a slogan that sometimes substitutes for careful research and analysis. Some of what is sometimes counted as "evidence" in this context may not be well supported by research. When the research is done well, it can be very important, but such research is also very time-consuming and expensive to do.

Richard, Kevin, and all of the faculty in the Institute are fully aware of the work done under the evidence-based rubric, employ the better research in this area in their own work, and have made it an important part of the Institute's work on sentencing. In fact, evidence-based policy is an area of emphasis and strength at the Institute. It is a large part of what distinguishes our program from criminal law and justice programs in other law schools.

Let me offer a few examples:

Mike Tonry's "Crime and Justice: A Review of Research" series for the University of Chicago Press (the 40th volume just came out) is probably the single most influential compendium of evidence-based thought about criminal justice policy over the last 30 years. It would be hard to exaggerate how important this publication is to empirical researchers.

Michael Smith has been a major figure in the advancement of evidence-based policy, at Vera and elsewhere, over the same time period.

Kevin Reitz is the Reporter for the revisions to the Model Penal Code's sentencing provisions. The latest approved draft in the Model Penal Code: Sentencing (MPCS) project has a provision titled: "Evidence-Based Sentencing; Offender Treatment Needs and Risk of Reoffending." See Tentative Draft No. 2 (approved May 17, 2011), §6B.09 at pp. 52-64. The MPCS as a whole is empirically informed, see Robert Weisberg, *Tragedy, Skepticism, Empirics, and the MPCS*, 61 Fla. L. Rev. 797 (2009).

The early December Robina conference we held to aid future Model Penal Code drafting included a number of prominent figures in the "evidence-based" movement, including Ronald Corbett, Edward Rhine, and Robert M.A. Johnson. Others, like Michael Thompson and Larry Sherman, were invited but couldn't come, although they remain in touch with the project.

Among the top three or four criminal justice researchers associated with evidence-based policy is Kevin Reitz's frequent collaborator, Joan Petersilia, of Stanford Law School. They co-edited the Oxford Handbook of Sentencing and Corrections, just published a few months ago. One of the chapters was "Restorative Justice as Evidence-Based Sentencing Policy" by Larry Sherman and Heather Strang (who have also been advisers to the MPCS project).

As you know, much of the Institute sentencing conference we held at the end of March was devoted to evidence-based practice. I'm attaching a brief description of the conference. At the end is a list of the participants. I'm pleased that you and Penny were able to attend part of that conference. I hope it became apparent from the topics, the background of the participants, and the discussion that the focus of the Robina' Institute's sentencing project is intensely practical.

7.

At the second session Friday afternoon, on risk assessments, there were three presentations:

- Brian Ostrom (National Center for State Courts) discussed the risk assessment tools developed by the Virginia Sentencing Commission (and for which he completed an outside evaluation);
- Michael Wolff (former Chief Justice of the Missouri Supreme Court and Chair of that state's sentencing commission) discussed how risk assessments are used by sentencing judges in Missouri; and
- Grant Duwe, Director of Research and Evaluation, Minnesota Department of Corrections [MDOC], discussed the various risk assessment tools which MDOC uses to make decisions about release and conditions of release.

Kevin Reitz discussed the work he's been doing, in the Model Penal Code project, to encourage further development and use of actuarial risk assessment tools by sentencing judges. And Richard Frase discussed the recommendations his forthcoming book will make about incorporating risk assessments in a guidelines-based system.

The conference also aimed to make connections between this topic and the one addressed in the first session Friday afternoon -- the definition and impact of criminal history [prior-conviction] scores in guidelines systems. Criminal history is a major component of recommended sentences under all guidelines systems (as it is in virtually all non-guidelines sentencing regimes), and virtually all criminologists agree that an offender's prior conviction record is the best single predictor of that offender's risk of committing further crimes. But up to now, the use of criminal history as a sentencing factor has been almost entirely non-evidence-based; specific criminal-history sentence enhancements, with or without guidelines, have been based on intuitive judgments of enhanced risk (or enhanced culpability, although that enhancement rationale is highly contested). Kevin and Richard believe that sentencing commissions and researchers should try to validate empirically and improve criminal history scoring as a risk-prediction device, while also being mindful of the impacts which different scoring and recommended-sentence formulas have on the size and racial composition of prison populations.

Our six-month report on the work of the Robina Institute, which accompanies this letter, describes three separate projects which we are considering as a result of the conference you and Penny attended. Richard and Kevin will be happy to discuss with the board in July the status of those projects, the Institute's work in the evidence-based sentencing area, and the future goals of the sentencing project.

I am confident, however, that the Institute is fully on top of the issues raised by Roger Warren. I would, of course, be happy to answer any further questions the board might have.

All best regards,



David Wippman
Dean and William S. Pattee Professor of Law

jn

Thomas Crosby

From: Cullen, Francis (cullenft) [cullenft@ucmail.uc.edu]
Sent: Monday, April 30, 2012 8:17 PM
To: 'tcrosby@tcrosbylaw.com'
Subject: Robina Foundation
Attachments: vitae--current.doc; CULLEN ET AL.--Eight Lessons from Moneyball--PDF.pdf

*annual
Follow up after conference on Crime + justice*

Dear Tom,

It was good to meet (and lunch) with you at the crime and justice conference. I did consult with the Robina Foundation website and now have a clearer understanding of the four (fortunate!) institutions that are the object of your consideration.

You must take some gratification in the quality of the conference that Michael Tonry and colleagues organized. The roster of presenters was special; I suspect that only Michael could have attracted such a line-up! The paper discussions the following two days were amazing. I had not felt so challenged since I defended my dissertation at Columbia University in 1979! I am sure that the resulting publication will be a major contribution to the field of policy analysis in criminal justice.

I was pleased that you recognized some of the important initiative my department is undertaking (the School of Criminal Justice at the University of Cincinnati). I am fortunate to be located in one of the leading programs (ranked #1 to #3, depending on the rating system), which means I am surrounded by a bunch of great scholars (and people) doing some meaningful things. John Eck, one of my colleagues, also participated in the workshop following the public conference.

In particular, whereas Michael's Robina Institute probes the middle part of the system—law and courts—we are perhaps at the ends of the system, focusing on crime prevention (especially through police initiatives) and effective correctional intervention with offenders. I am heartened that our faculty have had a large impact on everyday policy and practice. I have no doubt that through our applied research and training, we have improved the lives of offenders and advanced public safety. Some people, quite literally, are alive today who would not otherwise have been.

It is unfortunately that we cannot work with you and the Robina Foundation because we do have a mission that brings us out into the field and that makes a difference. You mentioned in passing that we might possibly partner with a Robina institutions, but I must admit that this possibility seems unlikely. I am not certain that your foundation's mission would allow it or, in any case, whether another institution would want to share any of the limelight (let alone funds!) with us.

However, if Robina would see this as possible, the most likely partner would be Michael's Robina Institute at the UM Law School. It would be presumptuous of me to initiate any contact. But, again, if you think that something fruitful might be explored, I would have pleased to have my program at Cincinnati participate in discussions. I do believe that we could add a special dimension to the existing Robina Institute at U of M.

Regardless, it was enjoyable to talk with you. If you have any additional questions about criminology and crime control issues, feel free to contact me. Just so you can know a bit of what I have done, I have attached my vitae. I also have passed along a "fun" piece that I did on how *Moneyball* might be used to inspire evidence-based corrections.

I wish you the best in your endeavors!

Frank Cullen

Francis T. Cullen
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University of Minnesota Law School

Six-Month Interim Report to the Robina Foundation on The Robina Institute of Criminal Law and Justice

April 26, 2012

The Institute is now fully staffed, and organized in three program areas: Criminal Law Theory (Program Area Director: Antony Duff); Sentencing Law and Policy (Program Area Directors: Richard Frase and Kevin Reitz); and Criminal Justice Policy (Program Area Director: Michael Tonry).

The Institute's activities are coordinated by an Executive Director (Michael Smith), and support is provided by an Administrative Assistant (David Hanbury) and a Communications Specialist (Robbi Strandemo). The first of a small cadre of Research Fellows (Zach Hoskins) is on board, working primarily in Criminal Law Theory, but assisting in the development of the work agendas and activities in all three Program Areas. Recruitment is underway for a second Research Fellow to work primarily in the Sentencing Law and Policy Program Area.

The Institute has developed a website (<http://www.law.umn.edu/robinainstitute/index.html>), which is about to be substantially upgraded to make it more attractive, take advantage of conferencing and communication capacities of the internet, and provide visitors easy access to Institute publications and to external resources of likely interest to persons anywhere seeking information about crime and criminal justice policy. The Institute has engaged a website design and development firm, DKS Systems, to do the technical work and to liaise with the Law School's Information Technology staff so that materials on the Institute website can be ported directly onto the Law School's website. We expect the new Institute website to be up and running by mid-June.

The Robina Institute of Criminal Law and Criminal Justice was launched on November 11, at a conference titled "Rethinking Criminal Law and Criminal Justice." The Program Area Directors (Tonry, Duff, Frase and Reitz) sketched their plans in a large meeting of about 100 judges, legislators, county prosecutors, defense attorneys and scholars, and received useful suggestions from the group about how to go about the work. Hennepin and Ramsey County Attorneys Mike Freeman and John Choi were among the speakers.

The Visiting Scholars and Practitioners Program is getting underway with broad solicitation of applications planned for later in the year. During the 2011-2012 year, visitors have included Professor Julian Roberts (Oxford), Professor Nicola Lacey (Oxford), and Professor Nicola Vincent (Macquarie and Delft Universities). Professor Andrew Ashworth (All Souls College) will be with us next fall.

The Annual Robina Conferences

The Institute is launching a series of annual Robina Institute Conferences. The first ("Crime and Justice in America 1975-2025") is being held at the Law School this week. The

conference includes a large public meeting on Thursday April 24, and smaller working group meetings on Friday and Saturday. This conference will review the interaction of policy and research in criminal justice from 1975 to date, and will look ahead at likely developments through 2025. Attending will be criminal justice and judicial officials from Minnesota and other US jurisdictions, and academics whose scholarship has focused on criminal justice policy. Preregistration data suggest attendance in excess of 200, two-thirds from Minnesota and one-third from throughout the United States and from other countries, split about equally between practitioners and academics. Discussions will be precipitated by presentations from scholars who have been working and publishing on topics at the intersection of criminal justice research and policy for the past twenty-five years. They and the subjects of their presentations are:

Philip Cook (Duke University): Gun violence and gun control measures.

Francis Cullen (University of Cincinnati): Rehabilitation and correctional policy

Jeffrey Fagan (Columbia and Yale University Law Schools): Race and Crime

David Farrington (Cambridge University): Criminal Careers

Daniel Nagin (Carnegie-Mellon University): Deterrent Effects of Penal Measures

Peter Reuter (University of Maryland): Drug Policy

Lawrence Sherman (Cambridge University): Policing

Michael Tonry (University of Minnesota Law School): Sentencing

Franklin Zimring (Berkeley Law School): Youth Violence

The papers will be dissected in greater detail at the smaller Friday and Saturday sessions and, when revised, be published as a University of Chicago Press book.

Set out below is a summary of the work being conducted in each of the Robina program areas.

Criminal Justice Policy

The work in this Program Area aims to contribute to a major restructuring of the American criminal justice system, with particular emphasis on reduction of the mass incarceration that has produced an American imprisonment rate approaching 800 per 100,000 population, eight times higher than the average of other developed countries. One program in one institute cannot by itself change a legal system, but it can play a significant role in the process. Michael Tonry, Program Area Director, for example, is a member of a newly created National Academy of Sciences Panel on Mass Incarceration; it was constituted to survey evidence and experience and propose solutions. Tonry has also been participating in MacArthur Foundation deliberations as that foundation contemplates launching a decade-long (or longer) attack on mass incarceration.

The particular role the scholarly community can best play in these processes is to distill current knowledge, on which any evidence-based solutions must be based, and to test the possible effects of policy proposals. Daniel Nagin (Carnegie-Mellon, Heinz School of Public Policy, and Chair of the National Academy of Sciences Panel on the Deterrent Effects of Capital Punishment) and Jeffrey Fagan (Columbia and Yale Law Schools, and the most talented social scientist of his generation specializing in criminal justice) have agreed to serve as external co-directors. *

The First Annual Robina Institute Conference described above is a building block on which future work will be developed. The aim of the conference and subsequent book is to establish what has been learned and how policies on key subjects—e.g., drugs, guns, violence, policing, sentencing—have evolved since 1975 and to project alternative futures. The writers are without exception the leading specialists in their fields. *

Other work underway focuses on knowledge about crime and criminal justice processes. The “Comparative Prosecution Studies Project” aims to learn how prosecution systems in three U.S. states (Arizona, North Carolina, and Washington) and four diverse countries (Netherlands, Poland, Sweden, and Japan) have evolved since 1970, how they are organized, what roles they play, and how knowledge from across state lines and from other countries can inform American policy debates. A book, *Public Prosecution in Comparative Perspective*, based on a 2011 conference in the Law School, will be published in 2012 by the University of Chicago Press.

The “Cross-National Crime Trends Project,” in collaboration with the Netherlands Institute on the Study of Crime and Law Enforcement, is documenting and developing explanations for the little-recognized decline in crime rates (from homicide to burglary and auto theft) that has characterized all developed countries since the early or mid-1990s. Conferences involving specialists from law, economics, demography, sociology, history, and criminology have been held in Amsterdam and, earlier this spring, in Bologna, Italy. This is the first major effort underway anywhere to understand why crime rates are everywhere falling. The potential policy implications are huge. A series of papers and reports have been commissioned and others will be. Results will be widely disseminated through scholarly and policy channels.

Work in this Program Area will continue to focus on reform of the criminal justice system and solutions to mass incarceration. The possibility of launching a study commission remains under consideration, including possible collaboration with the MacArthur Foundation and National Academy of Sciences initiatives mentioned above. Other work currently underway includes a comprehensive survey of knowledge concerning the tangled relations among immigration, ethnicity (including race), and crime, which will be published in 2013 as the *Oxford Handbook of Ethnicity, Crime, and Immigration*, and a survey of American sentencing research and policy since 1960. The fruits of the sentencing work, a book entitled *Sentencing Fragments and Sentencing Reforms*, will be published by Oxford University Press in 2013.

Sentencing Law and Policy

The Institute’s work in this Program Area got underway with a meeting on December 2 and 3, 2011, which brought to the Law School twenty experts in community corrections to help

chart further revisions of the sentencing and corrections provisions of the American Law Institute's *Model Penal Code*. The Robina Institute's Kevin Reitz is lead Reporter for these revisions, responsible for drafting them and shepherding them through the ALI's multi-year process of refinement and promulgation. The original *Model Penal Code* was adopted in whole or in part by 40 state legislatures after its promulgation in 1962. The Robina Institute's December meeting focused on noncustodial sentencing, and the noncustodial portions of prison sentences (parole or "extended supervision"). On any given day in the United States, there are 5 million people on probation or parole, and many more, who have completed their sentences, struggle to reestablish their lives in the face of the many legal disabilities imposed on ex-offenders (such as restrictions on employment opportunities and ineligibility for public housing and student loans). To help develop proposals for the *Model Penal Code* revisions, probation and parole officials from Massachusetts, Minnesota, Washington State and Ohio were joined by law professors from Minnesota, Wisconsin, and Vanderbilt and by representatives from the ACLU and the Minnesota Sentencing Guidelines Commission.

This December meeting set the template for new community corrections provisions in the proposed draft, which were completed in March 2012. At 154 pages, it has been well received within and beyond the ALI, as a powerful framework for addressing a host of problems now facing sentencing law and practice. As a direct result of the meeting, two of the participants were appointed by the ALI as Advisors to the revision process and one, Wisconsin Law professor Cecelia Klingele, was made Associate Reporter for the Revision.

A second conference in the Sentencing Law and Policy program area was convened on March 30-31, 2012. It brought together 35 individuals who have been working on sentencing guidelines—as members of federal or state sentencing guidelines commissions or as scholars who study them. The aim at this meeting was to identify important current developments (in particular, the use of "evidence-based" actuarial risk assessment protocols at sentencing and at parole decision points), and to identify possible institutional collaborators for Robina Institute research on difficult issues in guideline construction and application. Three possibilities emerged from the meeting: *

- (1) A study of the use of criminal history scoring in sentencing guidelines, and the possibility of recalibrating the rules to reduce excessive use of prison sentences and to reduce racial disparities in punishment. Prior record is a major sentence-enhancement factor in all existing guidelines systems—one that tends to have a strong racially disparate impact on prison populations. But almost none of the components of the criminal history formulae used in existing guidelines systems has been subjected to empirical validation as a predictor of further criminality. The study now under negotiation would be done in collaboration with the Minnesota Sentencing Guidelines Commission (which has often in the past served as the incubator for developments in this field), with results disseminated to the other sentencing commissions. The aim is to produce criminal history formulae that have at least some power to predict risk of further crime and that avoid racially disparate impact.
- (2) A multi-state collaborative project to address high failure and revocation rates for offenders who are serving sentences of probation or who are under parole supervision.

Several state commissions with representatives at the Robina Institute's March meeting indicated a desire to participate in such a research and policy-making initiative. The University of Toronto's Centre for Criminology has expressed interest in collaborating with the Institute in the project.

- (3) Along with the Minnesota Sentencing Guidelines Commission, the Robina Institute will organize and co-host the 2013 annual meeting of the National Association of Sentencing Commissions (NASC), and will organize an academic meeting in conjunction with the NASC meeting, with solicited papers intended to give direct policy guidance to state sentencing policy makers.

The Sentencing Law and Policy area has several other projects in the planning stages for the coming year: the Annual Robina Institute Conference to be held in Spring 2013; and a second meeting on "The Future Directions of the Model Penal Code" to chart the course for future Model Penal Code provisions on "Defendants' Rights, Victims' Rights, and Procedural Fairness at All Stages of the Sentencing and Corrections Process."

Criminal Law Theory

Work in this program area got underway last fall with the first formal event occurring in April, 2012, when the Robina Institute built a small conference and workshop on "Criminal Responsibility and its History" around the presence in the Law School of Professor Nicola Lacey, the Oxford University Professor of Criminal Law and Legal Theory, whose work on criminal responsibility is highly regarded on both sides of the Atlantic. The participating legal theorists, historians and philosophers revisited the debate about whether criminals are bad or mad, in the context of recent scientific discoveries about the human mind and the interplay between religious, scientific and legal conceptions of human agency.

On May 4-5, 2012, the Institute will hold a workshop on the presumption of innocence, which has been described as the "golden thread" running "throughout the web" of the criminal law. It is usually asserted, and discussed, in the context of the criminal trial, as laying on the prosecution the burden of proving the defendant's guilt—as to both *actus reus* and *mens rea*. It would seem to also follow from this that the law's definitions of offences must include every element that bears on the defendant's guilt and as such ~~must~~ be proved by the prosecution. However, the presumption of innocence has never actually been taken to have such demanding implications, and some recent developments in criminal justice raise anew two kinds of question about the role of the presumption of innocence in contemporary criminal law. Leading scholars from throughout the United States and elsewhere, together with interested Minnesota practitioners, have been invited to begin to build an agenda for future work on this central but insufficiently examined core feature of the criminal law.

Plans have been made for a series of projects in the coming year.

- (1) Professor Andrew Ashworth (Oxford) will visit the Law School in September. During his visit we will hold a workshop on Preventive Justice (the theme of a major research project in which he is engaged with Lucia Zedner) on September 20-21; the aim will be

to evaluate critically the ever-widening range of coercive measures that states now take with a view to preventing crime, and that stretch or go beyond the more traditional functions of the criminal law. Papers will be given by Andrew Ashworth, Lucia Zedner (Oxford), David Cole (Georgetown), Susan Dimock (York, Canada), Kim Ferzan (Rutgers-Camden), Stuart Green (Rutgers-Newark), and Oren Gross (Minnesota).

- (2) In collaboration with Michelle Dempsey (Villanova), we will initiate a project on Rethinking Sexual Offenses, with a planning meeting in the fall and a workshop in the spring. This is one of the areas in which American criminal codes seem most obviously in need of rethinking, given changing understandings of rape and other kinds of sexual assault, as well as of prostitution and trafficking. We will bring together a group of researchers from the US and abroad, from law, philosophy, criminology and other cognate subjects, to work towards a better understanding of the role that the criminal law can properly play in this difficult area.
- (3) We will also pursue a project on "collateral consequences of punishment"--the many kinds of exclusion and disqualification to which those who have served prison terms or undergone other kinds of punishment are subject--and which can make rehabilitation and the avoidance of further offending even more difficult. We will assess which such measures can be justified, and how. This will also involve asking how we should see and relate to those among us who have committed and been punished for criminal offenses. We aim to hold a public conference this coming fall on this collaboration with the Council on Crime and Justice, and a further small workshop.

* * *

An income and expense statement for the past nine months is attached. As always, we are very grateful to Jim Binger and the Foundation for making the Institute possible.

Attachment

ROBINA INSTITUTE OF CRIMINAL LAW AND JUSTICE

Reporting Period

9/1/2011 - 3/31/2012

	Budget	Expenditures to Date 9/1/11- 3/31/2012
Research Streams	180,000	18,001
Criminal Law Theory	60,000	1,195.14
Criminal Process and Procedure	60,000	9,716.63
Criminal Justice Policy	60,000	7,089.14
Visitors	62,500	5,518.80
Conferences/Scholarship	60,000	18,272.35
Faculty Leadership and General Operations	544,690	367,822.76
	847,190	409,614.82

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ROBINA INSTITUTE OF CRIMINAL LAW
AND CRIMINAL JUSTICE
University of Minnesota Law School
311 Mondak Hall
229 19th Avenue South
Minneapolis, MN 55455

> ROBINA CONFERENCE REGISTRATION INFORMATION

PRE-REGISTRATION is encouraged. The conference is free and open to the public.
There are a limited number of hotel rooms available through the Holiday Inn
Metrodome at the conference rate of \$105.

To register and for further conference information, please contact
David Hanbury: dhanbury@umn.edu, 612.625.8093



The Robina Institute of Criminal Law and Criminal Justice was established at the University of Minnesota Law School through a gift from the Robina Foundation, one of the largest gifts in the Law School's history. The Robina Foundation was created by James H. Blinger, a 1941 graduate of the Law School, shortly before his death in 2004 to support major institutions in generating new ideas and transformative approaches to critical social issues.



ROBINA INSTITUTE OF
CRIMINAL LAW AND
CRIMINAL JUSTICE



THE ANNUAL ROBINA INSTITUTE CONFERENCE CRIME AND JUSTICE IN AMERICA, 1975-2025

APRIL 26, 2012

University of Minnesota Law School

THE WAR ON DRUGS, ZERO-TOLERANCE POLICING, MASS
INCARCERATION, THREE STRIKES AND YOU'RE OUT,
JUVENILE SUPER-PREDATORS, "NOTHING WORKS,"
"GUNS DON'T KILL PEOPLE, PEOPLE KILL PEOPLE"

THE ROBINA INSTITUTE of Criminal Law and Criminal Justice invites you to join us in
a look at the development of criminal justice research and policy in the United States.
With support from the Robina Foundation and the National Institute of Justice, the
Institute is bringing together nine internationally prominent scholars to explore how
and why policies and research have evolved as they have, what has been learned, and
what the implications of that knowledge are for the future.

LAW
UNIVERSITY OF MINNESOTA
LAW SCHOOL





PHILIP J. COOK, *ITT/Terry Sanford Professor of Public Policy, Duke University*, is the nation's leading authority on gun control and gun violence. His landmark book *Gun Violence: The Real Costs* (with Jens Ludwig) developed a framework for calculating the costs of gun violence. He is the author of *Paying the Tab: The Costs and Benefits of Alcohol Control* and *The Winner-Take-All Society: Why the Few at the Top Get So Much More Than the Rest of Us* (with Robert H. Frank).



FRANCIS T. CULLEN, *Distinguished Research Professor of Criminal Justice, University of Cincinnati*, is the nation's leading scholar of criminological theory and correctional policy. He is author of more than 300 works, including *Reaffirming Rehabilitation, Correctional Theory: Context and Consequences* (with Cheryl Lero Johnson), and *The Oxford Handbook of Criminological Theory* (with Pamela K. Wilcox). He is a past president of the American Society of Criminology and the Academy of Criminal Justice Sciences.



JEFFREY FAGAN, *Isidor and Seville Sulzberger Professor of Law, Columbia University*, is one of the nation's leading authorities on racial profiling by the police. Recent work examines capital punishment, race and policing, adolescent crime, and the legitimacy of the criminal justice system. He is a regular contributor to *amicus* briefs to the U.S. Supreme Court. He is often interviewed by the media, most recently in the PBS Frontline episode "When Kids Get Life," on the legal and social implications of sentencing juveniles to life without parole.



DAVID P. FARRINGTON, *Professor of Psychological Criminology, Cambridge University*, is director of the landmark "Cambridge Study in Delinquent Development," an ongoing prospective longitudinal follow-up of more than 400 London males from age 8 into their fifties. He is co-principal investigator of the Pittsburgh Youth Study, which documents the lives of 1,500 male participants between the ages of 7 and 35. He has served as president of the American Society of Criminology, the British Society of Criminology, and the European Association of Psychology and Law.



DANIEL NAGIN, *Teresa and H. John Heinz III University Professor of Public Policy and Statistics, Carnegie-Mellon University*, is renowned for work on the evolution of criminal and antisocial behaviors over the life course, the deterrent effects of criminal and non-criminal penalties on unlawful behavior, and the development of statistical methods for analyzing longitudinal data. He is chairman of the National Research Council's Panel on the Deterrent Effects of Capital Punishment.

FOR MORE THAN A THIRD OF A CENTURY,

Crime and Justice: A

Review of Research,

the world's top-ranked

journal in criminology

and penology, has ex-

plained, analyzed, and

influenced the worlds

of criminal justice

research and policy.

"Crime and Justice in

America, 1975-2025"

offers an informed look

back and a speculative

look forward.

GUNS

Philip J. Cook

REHABILITATION

Francis T. Cullen

RACE AND CRIME

Jeffrey Fagan

LONGITUDINAL

AND

EXPERIMENTAL

STUDIES

David P. Farrington

DETERRENT EFFECTS OF SANCTIONS

Daniel Nagin

DRUG POLICY

Peter Reuter

POLICE

Lawrence W. Sherman

SENTENCING

Michael Tonry

YOUTH VIOLENCE

Franklin E. Zimring

Each will discuss the

intellectual, research,

and policy histories

of their subjects. Why

particular issues arose

and developments

occurred when and

as they did, what was

learned at each stage,

and how that learning

has or has not influ-

enced policy deci-

sions.

PETER REUTER, *Professor of Public Policy and Criminology, University of Maryland*, and Senior Economist at the RAND Corporation, is one of the world's leading drug control policy scholars, and among the world's leading specialists on organized crime and money laundering. Recent books include *Cannabis Policy: Moving Beyond Stalemate* and *The World Heroin Market: Can Supply be Cut?* His book *Chasing Dirty Money: The Fight Against Money Laundering* (with Edwin M. Truman) is the most comprehensive analysis of money laundering ever published.



LAWRENCE W. SHERMAN, *Wolfson Professor of Criminology, Cambridge University*, is a world-renowned expert on policing. His use of randomized controlled experiments to study deterrence and crime prevention has led him to test many ways of preventing violence, working in collaboration with more than 30 police and justice agencies around the world. Since 1995, Sherman has co-directed a program of long-term experiments in restorative justice. He has served as president of the American and International Societies of Criminology.



MICHAEL TONRY, *McKnight Presidential Professor of Law and Public Policy, University of Minnesota*, and formerly professor of law and public policy and director of the Institute of Criminology, Cambridge University, has edited *Crime and Justice: A Review of Research* since its founding in 1977. He has written a number of books, including *Malign Neglect* (1995), *Sentencing Matters* (1996), *Thinking about Crime* (2004), and *Punishing Race* (2011). He is a former president of the American Society of Criminology.



FRANKLIN E. ZIMRING, *William G. Simon Professor of Law and Wolfen Distinguished Scholar, University of California at Berkeley*, is the author of many books on a wide range of topics. In *American Youth Violence*, Zimring offers an acclaimed examination of adolescent violence in the United States. His book *An American Tragedy: Legal Responses to Adolescent Sexual Offending* is the definitive analysis of the justice system's response to sexual misconduct by children and adolescents.



University of Minnesota Law School

Six-Month Interim Report to the Robina Foundation on The Program on Law, Public Policy, and Society (LaPPS)

April 26, 2012

During the past six months, we have made substantial further progress toward fulfilling the goals of the Robina-funded program on Law, Public Policy, and Society (LaPPS). We have launched the Robina Institute on Criminal Law and Criminal Justice and hired three outstanding new faculty in criminal law; held a series of annual public policy conferences in the three LaPPS program areas (criminal law, international law, and law, science, and technology); refined our Practice and Professionalism course and completed other curricular innovations; funded 21 student human rights and public policy internships; and placed 35 students from the class of 2011 in the Robina Post-Graduate Fellowship Program.

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

The Law School's progress in criminal law is described in a separate report. In law, science, and technology, the Law School's environmental and energy law group is building partnerships with colleagues at Berkeley, the University of North Carolina, the University of Michigan, UCLA, and George Washington University, for collaborative work on clean energy infrastructure, environmental governance, and similar issues. Two of our environmental law faculty joined the University's Institute on the Environment as research fellows, in order to build additional interdisciplinary research connections. In addition, we launched a Forum on Energy and the Environment," which meets monthly with faculty from law, public policy, business, geography, and anthropology to explore shared interests and build new initiatives. Our effort to recruit a new faculty member in environmental law to fill the Robina Chair in Law, Science, & Technology still has not come to fruition, however. We extended an offer to an outstanding candidate this year, but lost him to Vanderbilt. In the health law area, Susan Wolf, Director of the University-wide Consortium on Law and Values in Health, the Environment, and Life Sciences, won a prestigious Robert Wood Johnson Investigator Award in Health Policy Research and landed a \$2.4 million NIH grant to support her work (together with two colleagues) on "Disclosing Genomic Incidental Findings in a Cancer Biobank."

Overlap w/
Robina
Institute

B. Annual Conferences

The Law School has held a series of major conferences and workshops, supported in part by Robina funding. They include:

- February 23-25, 2012 -- Transnational Legal Orders
- March 8-10, 2012 -- Explaining Declining Crime Rates
- March 30-31, 2012 -- Sentencing Commissions and Guidelines
- April 13-14, 2012 -- Criminal Responsibility and its History

- **April 26, 2012** -- First Annual Robina Conference: Crime and Justice in America, 1975-2025
- **May 4-5, 2012** -- The Presumption of Innocence in Contemporary Criminal Law
- **May 18-19, 2012** -- Gendering Conflict and Post-Conflict Terrains: New Challenges and Opportunities

C. Curriculum Reform

The Law School launched a new and very successful civil mediation clinic, in which participating students become state-certified mediators. In addition, we added a new civil rights clinic supervised by the U.S. Attorney's office. We also expanded our capstone offerings with a new climate change capstone, and we are developing a business associations capstone for next year.

The Law School again significantly revamped its new, required first year course, Practice and Professionalism, and student reaction has been extremely positive. We believe the course is now poised to become a national model for addressing the growing demand for practice education in United States law schools.

The entire 1L class (240 students) is divided into six large sections called "Law Firms." Each of these Law Firms is further divided into "Practice Groups" of 8 students. These Practice Groups are taught by practicing attorneys hired as adjunct professors. Each Practice Group had an adverse Practice Group, allowing for simulations in which law students are paired as opposing counsel. The simulations are based on two case files – one litigation and one transactional – and take students through an initial client interview; an interview of an independent witness; a deposition; a chambers conference regarding discovery issues; and, finally, a mediation, and, in the second simulation, negotiation of an employment agreement.

Each student engages in a 45-minute deposition simulation and a chambers conference simulation in which adverse Practice Groups face each other before district court judges. For the latter simulation, we arranged for 30 Twin Cities judges to conduct the one-hour simulation in their own chambers.

Over 93% of students would recommend the course for incoming 1L students, with this number rising to 99% in 4 of the 6 Law Firm sections. We intend next year to create a text and videos for the course which could be used at other law schools. *

D. Internships and Post-J.D. Fellowships

This year, Robina funding supported 14 human rights and 7 public policy summer internships. These internships offer students life-changing and career-building service learning opportunities. Attachments A and B provide further information about the internships.

In addition, the Law School placed 35 graduates of the class of 2011 who had not secured other employment in short-term fellowships with judges, state agencies, and non-profit

organizations. These fellowships are deeply appreciated by the graduates and the organizations they have served. Attachment C identifies the participating organizations.

* * *

An income and expense statement for the past nine months is appended as Attachment D. As always, we are very grateful to Jim Binger and the Foundation for making the LaPPS program possible.

Attachments

Attachment A

2012 Robina Human Rights Fellows

Heather Baird

Experiential Learning International – Janamaitri Hospital Kathmandu, Nepal

Heather is currently a joint degree student studying law and public health and is expecting to graduate in 2013. Heather will be working with the Janamaitri Hospital in Kathmandu, Nepal, and a rural clinic in Dhading Jyanmrung, Nepal, to assist the administrative and clinical staff of the hospital in their daily operations. The Janamaitri Hospital in Kathmandu is a modern, non-profit hospital that was made possible by a public-private partnership and strives to provide quality care and services to all who are in need. Heather wants to focus on access to quality healthcare for vulnerable populations and hopes to gain valuable experience this summer that she can apply to her future career.

Kayleigh Brown

Deutscher Akademischer Austauschdienst (DAAD) Bonn, Germany

Kayleigh is currently a second year law student focusing on international law. She has chosen to participate in the Deutscher Akademischer Austauschdienst (DAAD) or German Academic Exchange Service Summer Law School Program for her Fellowship. This program has two components. First, Kayleigh will attend classes on European, German, and international law at the University of Freiburg. Then, for the remainder of the program, Kayleigh will be interning with a German organization focusing on European and international law with a specific focus on human rights issues. Kayleigh's experience in the DAAD Summer Law School program will help her further develop her skills in the fields of international law and human rights law.

Julia Cook

Law Office of David Shulman Minneapolis, Minnesota

Julia is currently a first year law student focusing on civil rights law. For her fellowship, Julia will be working under the guidance of David Shulman at his law office, assisting with an appeal to the Supreme Court regarding First and Fourth Amendment violations. In addition, Julia will also be providing general assistance with other pending discrimination cases. Julia will gain experience in drafting an appeal to the United States Supreme Court and her Fellowship will allow her to understand and appreciate the significance of individual rights and discrimination suits within the local Minneapolis and St. Paul communities.

Hannah Doenges

National Association of Counsel for Children Denver, Colorado

Hannah is currently a first year law student with a specific interest in children's rights. Hannah will carry out her Fellowship with the National Association of Counsel for Children (NACC) in Denver, Colorado. The National Association of Counsel for Children is an organization

dedicated to improving the legal system's recognition and representation of children's rights, as well as designing internships to promote lifelong advocacy and learning. Hannah's primary responsibilities include providing attorney referrals to the general public, responding to resource requests from NACC members and the public, performing legal research, assisting in the maintenance, improvement, organization and expansion of the reference library, assisting with the administration of amicus curiae requests, helping with research and the drafting of amicus briefs, and writing case summaries for the NACC's monthly publication, *The Guardian*. Hannah is excited to use her Fellowship to help put her legal education into practice.

Michael Fenton

Minnesota Center for Environmental Advocacy

St. Paul, Minnesota

Michael is currently a first year law student with a specific interest in environmental and energy law. Michael currently volunteers part-time at the Minnesota Center for Environmental Advocacy, where he will continue to work for his Fellowship. Michael will work on a range of projects focusing on topics related to environmental justice. His main project will be to assist Minnesota Power and Xcel Energy in including community groups and other stakeholders in decisions to retire older coal-fired power plants located in historically underrepresented neighborhoods. Through this Fellowship, he will explore the links between environmental conditions and human rights.

Grace Fleming

Center for Victims of Torture

St. Paul, Minnesota

Grace is currently a joint degree student studying law and bioethics. For her Fellowship, she will be working with the Center for Victims of Torture (CVT) on a project involving data privacy for participants in CVT research. She will be working with attorney Gordon Apple on this project, which involves evaluating and retraining CVT staff in compliance with HIPAA regulations. Some particulars of the project include whether the country where data comes from has specific information on its use, whether the UN has protocols in place, and how HIPAA functions as a data privacy protection law to cover this internationally collected information. Grace hopes this project will result in the enhancement of CVT's privacy protection system and procedures so that the organization can better serve its clients.

Susan Hallquist

Shelter for Life

Minneapolis, Minnesota

Susan is currently a second year law student with interests in international environmental sustainability issues and women's rights. Susan will be working with Shelter for Life International for her Fellowship. Shelter for Life is a nonprofit organization dedicated to humanitarian aid and disaster relief. Susan will be responsible for creating model templates for the organization's international documents, as well as gathering resources for a project the organization is currently running in Liberia. The project in Liberia focuses on establishing deals with waste management companies in West Point, Liberia, a slum located in Monrovia. The project is aimed at improving the sanitation facilities in West Point and creating free, accessible, and sanitary toilets for the general population.

Faiza Majeed
Center for Constitutional Rights
New York, New York

Faiza is currently a second year law student with an interest in how individual human rights are protected under the Universal Declaration of Human Rights and the International Covenant on Civil and Political Rights. For her Fellowship, Faiza will be working with the Center for Constitutional Rights in New York as part of the Ella Baker Summer Internship Program. The Center for Constitutional Rights is a non-profit legal and educational organization that uses litigation, educational outreach, and advocacy to advance and protect the rights guaranteed in the United States Constitution and the Universal Declaration of Human Rights. Faiza will serve as a legal intern for the Center and her responsibilities will include conducting legal research and writing on active cases, as well as engaging in the Center's educational outreach and advocacy efforts.

Inga Nelson
Office of the Appellate Defender
Montana Office of the Public Defender
Helena, Montana

Inga is currently a first year law student interested in issues of economic and worker's rights, women's rights, the rights of the accused and convicted of crimes, and LGBT rights. Inga will be working with the Office of the Appellate Defender within the Montana Office of the Public Defender for her Fellowship. Her responsibilities will include handling an appellate caseload in criminal matters involving indigent individuals before the Montana Supreme Court. Inga will be reviewing cases, identifying bases for filing appeals, engaging in legal research, drafting and filing appellate briefs before the Montana Supreme Court, and potentially being involved in subsequent oral arguments and reply briefs.

Luke Olson
UN Food and Agriculture Organization (FAO)
Rome, Italy

Luke is currently a first year law student interested in trade and tax policy, agricultural policy, and environmental policy. For his Fellowship, Luke will be working with the UN Food and Agriculture Organization in Rome. Luke will be providing legal research and writing for the legal office in the assistance of treaty formulation regarding food and agricultural policy. He will also work on advisory services to governments of developing countries on land, water, fisheries, the environment and biodiversity, as well as more general agricultural issues, such as trade and economic reform.

Sandip Patel
The Sikh Coalition
New York, New York

Sandip is currently a second year law student focusing on education and immigration, with an emphasis on the intersection of the two as it relates to discrimination. Sandip will be working with The Sikh Coalition in New York for his Fellowship. The Sikh Coalition is a community-based organization that works toward the realization of civil and human rights for all people,

specifically focusing on Sikhs. Sandip will participate in the organization's Legal Internship Program where he will work under the close supervision of the Legal Department on high impact civil rights cases. Sandip's responsibilities will include interviewing clients and/or witnesses, conducting legal research, drafting legal memoranda, pleadings, and briefs, as well as assisting with litigation and casework.

Eric Peffley

International Criminal Tribunal for Rwanda

Arusha, Tanzania

Eric is currently a first year law student with an interest in international human rights issues, including trafficking, bonded labor, women's equality, and genocide. Eric will be working with the Office of the Prosecutor in the Appeals and Legal Advisory Division of the International Criminal Tribunal for Rwanda. Eric's responsibilities will include conducting legal research and assisting with litigation and casework for the Office of the Prosecutor in its pursuit of justice for the victims of the 1994 Rwandan genocide.

Precious Shepherd

Transitional Justice Institute, University of Ulster

Ulster, Northern Ireland

Precious is currently a first year law student with interests in economic rights, women's rights, human rights enforcement mechanisms, and conflicts with other areas of international law. For her Fellowship, Precious will be working with the Transitional Justice Institute, located at the University of Ulster in Northern Ireland. She will be assisting the staff at the Transitional Justice Institute in running its Summer School program on Transitional Justice. Precious will be providing research and other forms of assistance to the Institute's scholars.

Alexis Watts

Timap for Justice

Sierra Leone

Alexis is currently a first year law student with interests in access to justice for average citizens and the improvement of legal infrastructure. Alexis will be working with Timap for Justice in Sierra Leone for her Fellowship. Timap for Justice is a legal nonprofit organization based in Sierra Leone that is dedicated to increasing legal access and ameliorating human rights conditions in the country. Alexis will assist the staff in offering basic legal advice and mediation to citizens, as well as to address issues within the legal structure of Sierra Leone. She will also help with work on legal literacy projects, community organizing, impact litigation support, and organizational and programming efforts.

Attachment B

2012 Robina Summer Fellows

Lindsay Carniak

Minnesota Department of Human Service (DHS)

Develop policy recommendations to reform health insurance access, affordability, and quality, along with preventing disease, reforming long-term care, and building the health care workforce for the future. My work with the Task Force would contribute to the Roadmap to a Healthier Minnesota, the report to the Governor and legislature in November 2012.

Marguerite Ahmann

The Public Health Law Center

Policy project focused on public health issues regarding food safety and access to fresh produce in childcare settings, schools, and communities; and the development of an educational toolkit.

Jennifer Wong

Gender Justice

My proposed policy project focuses on LGBT access to economic opportunities.

In particular, I would like to examine the systemic barriers to justice that transgendered individuals face within the healthcare and employment contexts. . Research areas may include, but are not limited to, issues regarding identification documents, insurance coverage, and discrimination in the workplace.

Ryan Kennedy

Minnesota Public Interest Research Group (MPIRG)

Opportunity Minnesota legislation allows students to receive a refundable tax credit for annual loan payments. I will develop the economic analysis with a U of M economist, to ensure its goal of inducing students to attend college is realized while costs are controlled.

Melinda Dugas

Minnesota Coalition Against Sexual Assault (MNCASA)

Assisting the staff attorney, Caroline Palmer, with the development of MNCASA's 2013 legislative action agenda. In this role, I would research new public policy issues and needs, and analyze previous and current laws relating to the MNCASA public policy committee's platform on sexual assault.

Ariel Tazkargy

Advocates for Human Rights

Researching international law, human rights and humanitarian law, and international criminal law. The project will also include collecting country and region-specific information concerning rule of law issues, civil society advocate, legislative development, and state compliance with international human rights standards.

Eleanor Lewis

Advocates for Human Rights

To further strengthen the Nicaraguan women's movements I believe it is imperative that they forge links with influential international organizations and support networks around the world. I hope to be able to contribute to this during my summer at The Advocates for Human Rights.

Attachment C

2011 Robina Post-Graduate Fellowship Partner Institutions

Host Organization	Project Description
Second Judicial District Public Defenders Office	
Law School's Corporate Institute	Develop programs and templates for future programs, including an inter-session Leadership Foundations program for current law students and a spring high-level professional conference on an issue of importance to the business and legal communities, such as the role of state government in business development or best practices in corporate compliance programs.
Second Judicial District Public Defenders Office	
Second Judicial District Public Defenders Office	
The Advocates for Human Rights	Helping the organization to begin a two-year fact-finding project related to immigration in Minnesota. The project will deal within the experience of immigrants and organizations throughout the state, both in metro-area communities and in smaller communities in Greater Minnesota. The project will serve to provide a profile of the degree to which the state of Minnesota is welcoming new immigrants, working from a legal standard related to international human rights.
U.S. District Court- Judge Tunheim	Research the development of the U.S. Environmental Protection Agency's guidance on the reuse of coal ash, review the criticism of the guidance- in particular, that submitted in a report by the EPA's Office of the Inspector General. Aiding MCEA's involvement in Public Utilities Commission (PUC) planning proceedings by drafting discovery requests and researching specific areas of law, such as evidence standards for planning proceedings. Advance MCEA's goals in regards to water permitting at coal plants. Provide legal research and assist with the development of a potential litigation strategy on the subject of sulfide mining.
The Emily C and John E Hansen Intellectual Property Law Institute, INC.	Intellectual property survey casebook and a symposium on intellectual property in China. Research the emerging issues and policy trends in copyright and patent law. Provide legal translation and interpretation for the Institute.
U.S. District Court- Judge Frank	
Gender Justice	Work on a case in which a Spanish speaking immigrant worker seeking to hold a national corporation accountable for workplace rapes by her manager.

Volunteer Lawyers Network	Develop resources for VLN's real estate program and serve clients in both the real estate program and housing program. Research common legal issues and develop materials to assist volunteer attorneys in the program. Develop resources aimed at the general public on real estate legal issues. Take on client cases when needed to both assist clients and develop real estate legal skills. Occasionally staff the Housing Court Project walk-in clinic, offering legal advice to clients, and take on cases for full representation when clients need assistance with housing trails.
Volunteer Lawyers Network	Work with civil program staff to develop and improve VLN services to clients. Primary focus will be on VLN's Legal Access Point Clinic to encourage and coach attorneys to provide services that yield positive outcomes for clients. Helping create training sessions for clinic assistants and conducting outcome evaluations of this and other legal advice clinics.
Hennepin County Fourth Judicial District	
Legal Aid Society of Minneapolis	
Hennepin County Fourth Judicial District	
Legal Aid Society of Minneapolis	
Hennepin County Fourth Judicial District	
Women's Earth Alliance	Specific project will be to launch and develop the Advocacy Network's three Working Groups: Sacred Sites Protection, Environmental Health, and Energy Justice. The work will be mostly research based and organizational, working toward legislative and regulatory policy changes to protect and promote indigenous land-use rights.
Second Judicial District Public Defenders Office	
Washington and Lee University	Provide support to senior officials in the ministry of justice on a wide range of issues. Promote positive change in the Liberian legal policy landscape. Daily tasks include framing, preparing, and articulating recommendations to resolve assigned issues for senior Ministry of Justice officials or staff. Contribution of work will enable the Ministry to promote access to justice in rural communities and increase awareness of legal dispute remedies.
Hennepin County Fourth Judicial District	
Hennepin County Fourth Judicial District	
Chicago Lawyers' Committee for Civil Rights Under Law, Inc.	Three areas of work include: educational inequity, economic development advocacy, and employment discrimination. Further research the current hiring and certification processes employed by CPS in order to help identify those practices that are discriminatory. Work with volunteer attorneys to ensure that students in need of an attorney are provided one and that those attorneys are properly prepared. Work with the Committee's Employment Opportunity Project (EOP). The EOP litigates both pre-hire and post-hire discrimination cases.
Second Judicial District Public Defenders Office	

Second Judicial District Public Defenders Office	
Public Counsel Law Center in Los Angeles	Work will focus on public benefit advocacy, including emergency food and shelter advocacy. Help clients with legal issues that many lower-income individuals face on a daily basis. Lead and direct volunteers while the rest of the group is at a center providing legal counseling. Help consumer law/bankruptcy team with their client load.
The Mexican American Legal Defense and Education Funds	Help attorneys with whatever assistance they need including legal research, writing briefs, and generally being available to assist in any capacity required.
Legal Aid Society of Minneapolis	
Legal Aid Society of Minneapolis	
Minnesota Judicial Branch- Court of Appeals- Judge Connolly	
Legal Aid Society of Minneapolis	
International Commission of Jurists	Assist the Middle East and North Africa programme in providing legal expertise at both the international and national levels to ensure that developments in international law adhere to human rights principals and that international standards are
Legal Aid Society of Minneapolis	
Second Judicial District Public Defenders Office	
Milwaukee Legal Aid Society	Responsible for drafting litigation memos with respect to whether the City of Milwaukee is providing adequate psychiatric care to prisoners, such that they are legally competent to stand trial. Assist staff attorneys with processing of SSI/SSD claims for elderly clients. Work on a variety of consumer law and bankruptcy issues.
U.S. Senate HELP Committee	Providing support to the committee's Oversight and Investigations Office as it concludes its investigation of for-profit post-secondary educational institutions, and their practice of relying on taxpayer funded federal student aid programs to finance the education of their students.

Attachment D

ROBINA LaPPS PROGRAM

Reporting Period

7/1/2011 - 3/31/2012

	BUDGET	Expenditures to Date
Center for Excellence Hires	941,568	704,264
John Borrows	374,000	302,428
Bert Kritzer	305,184	238,035
Antony Duff	106,800	36,294
Jenny Green	155,584	127,506
 CAPSTONE COURSES	 100,000	 0
 PUBLIC POLICY INTERNSHIPS and POST JD SUPPORT	 320,000	 188,204
 ROBINA SUPPORTED FACULTY PUBLIC POLICY RESEARCH AND CONFERENCES	 0	 102,720
Research Support	0	57,818
Susan Wolf		3,732
Michael Tonry (Richard Frase, Kevin Reitz, Barry Feld, Fionnuala NiAolain)		20,389
Fionnuala NiAolain (David Weissbrodt, Oren Gross)		3,807
M Orfield (Kevin Rietz)		1,469
Steve Meili		12,951
Fionnuala Ni Aolain		13,954
Greg Shaffer		1,516
Ruth Okedeji		
 CONFERENCES	 0	 44,902
Michael Tonry (Comparative Study of Prosecution Systems)		8,228
Greg Shaffer (Book conference- Jamaca)		18,638
Cair Hill, Fionnuala		350
Michele Goodwin		14,427
Richard Frase		3,260
 ANNUAL BUDGET/EXPENDITURES	 1,361,568	 995,188

University of Minnesota Law School

Six-Month Interim Report to the Robina Foundation on The Robina Scholarship Match Program

April 26, 2012

As part of its most recent grant, the Robina Foundation is providing the Law School with \$1.25 million in scholarship support for a matching gift program. This support comes at a critical juncture for the Law School and has already proven highly successful in helping us incentivize many donors to make first-time or substantially larger scholarship gifts than they would otherwise have made.

Under the program, scholarship matches are available at two different levels. A commitment of \$20,000 per year for three years with a Robina match provides a full scholarship, or a commitment of \$5,000 per year for three years with a Robina match provides a \$10,000 per year scholarship for outstanding students. We have held small dinners and other events targeted at first-time donors and donors with a gift history suggesting they might be induced by the match to increase significantly their level of support.

Since the Robina Scholarship Match opportunity was announced to donors in April 2011, 23 separate donors have made gift commitments of \$550,000. We are thus significantly ahead of the projected use of the matching funds; the Robina gift was pledged over a three year period and we have already committed over 44% of the matching funds pledged.

A breakdown of the total gift commitments to the Robina Scholarship Match program shows:

Partial Scholarship Awards:

- 19 separate donors have made gift commitments for 21 partial scholarships, committing \$315,000 in support (\$15,000/3 years x 21 scholarship awards).
- Of these 19 separate donors, 14 significantly increased the amount pledged per year for the three year pledge period when compared to their most recent gift to the Law School's annual fund. No donor in this group had ever made a multi-year commitment to the annual fund, but all are making multi-year commitments to the Robina Scholarship Fund.
- When the Robina scholarship match period concludes for these donors, it is anticipated that the majority will make gift commitments to the Law School at the higher level at which they are currently committed, whether that support continues to be designated for scholarship or given as unrestricted support.
- Six of the donors in this pool attended the annual Scholarship Recognition Dinner event in March 2012 and had the opportunity to meet named Robina Scholars who have directly benefited from their support. Stewardship and recognition opportunities such as this will continue each year during the period the Robina Scholarship Match program is in effect.

Full Scholarship Awards:

- 4 separate donors have made gift commitments for 4 full scholarships, committing to \$240,000 in support (\$60,000/3 years x 4 scholarship awards).
- Of these 4 donors, 3 significantly increased (+400 or more) the amount pledged per year for the three-year pledge period and one was a first-time donor to the Law School.
- When the Robina scholarship match concludes for these donors, we anticipate that a majority of them will be open to considering another major gift to the Law School either for scholarship support or another purpose.
- All of the donors in this pool have their names linked to a specific scholarship recipient and receive a personalized thank you letter from "their" Robina Scholar. This highly customized donor stewardship practice for full scholarship donors will continue each year during the period the Robina Scholarship Match program is in effect.

Identification, cultivation and solicitation of prospective donors for the Robina Scholarship program continue to be a very high priority for the Law School. Communication about the importance and impact of this program is being shared strategically through all Law School publications, the website, and specially branded donor outreach materials. For the first time this year, prospective donors were invited to attend the Scholarship Dinner as another way to reach and interest more alumni in this opportunity to double the impact of their gift.

It is anticipated that the number of new donors taking advantage of the program in the 2012-2013 fiscal year will match or exceed those that have already made gift commitments during the program's first full year.



ROBINA SCHOLARSHIP FUND
Scholarships Awarded Academic Year 2012

Reporting Period 7/1/2011 - 3/31/2012	Donor	Robina Match	TOTAL AWARD
Robina Partial Scholarships (16 student scholarships)	80,000	80,000	160,000
Robina Full Scholarships (2 student scholarships)	40,000	40,000	80,000
TOTAL SCHOLARSHIP AWARDS	120,000	120,000	240,000



**Robina Foundation
University of Minnesota Law School
Clinic Funding Opportunities**

April 26, 2012

Despite the current surplus of lawyers, far too many low and moderate income individuals, families, and businesses cannot afford desperately needed legal services. This gap between supply and demand creates enormous hardships for individuals and communities and undermines confidence in the judicial system. The simplest way for law schools to help address this quandary, and in the process to train students and instill in them a lifetime commitment to social justice, is to enhance and expand existing clinical programs.

The University of Minnesota Law School already offers one of the country's oldest and most established clinical programs (24 clinics). But we cannot fully meet student demand or our strategic plan goal to offer every student at least one live-client clinic or comparable experiential learning opportunity. We see expansion of our clinical program as key to our larger goals of practical training for students and enhanced legal assistance to underserved members of the community.

Accordingly, the University of Minnesota Law School seeks funding to expand its clinical program in two ways. First, the Law School proposes to establish four Robina Clinical Teaching Fellowships, which would enable aspiring clinicians to spend two years in residence in one of the clinical program's established clinics. Second, the Law School proposes to add one or more in-house clinics in the areas of fair housing, intellectual property, bankruptcy or environmental sustainability.

The Law School's existing clinic faculty has a national reputation for excellence and rigor. In many respects, the clinical program operates as a mini-law firm within the Law School, which enables students not only to develop competencies in the substantive area of their particular clinic, but also to immerse themselves in the professionalism, collaboration and ethical requirements of legal practice.

In-house clinical faculty are critical to this endeavor and are intensively engaged with students and with one another on a daily basis. While several of our existing clinics are staffed by adjunct professors, these clinics simply do not offer the same educational experience as our in-house clinics. Unlike in-house clinicians, adjunct clinical faculty cannot devote significant time and resources to developing, administering, recording and providing timely feedback on the simulated interviews, motion arguments, negotiations, counseling sessions, direct examinations, cross examinations and dispositional hearings that are central to clinic seminars. As a result, such activities are not components of most adjunct clinics. Similarly, because they are full-time practitioners, adjuncts have less time for general supervision, feedback and reflection. Our full-time clinic faculty typically hold weekly hour-long meetings with individual students to discuss questions of strategy, case planning, and client relations and are often in court with students two to three times a week. This is time-intensive, meticulous work. By contrast, adjuncts rarely see

* | students outside of class, and some communicate with individual students almost exclusively by email. These differences limit the kinds of cases adjunct clinics can accept, and students receive fewer credits for participation in those clinics.

I. The Robina Clinical Teaching Fellowship Program

a. The Increasing Prominence of Clinical Teaching Fellowships

Historically, U.S. law schools have not encouraged new law teachers to study the methodology of classroom teaching. For years, the assumption was that, since new teachers were once the best and brightest law students, they intuitively knew how to design courses, plan classes, deliver instruction, assess student learning and, ultimately, turn out knowledgeable and well equipped lawyers. Over the last two decades, numerous practitioners, judges and academics have studied the U.S. system of legal education and have concluded almost universally that many law school graduates lack the minimum competencies required to provide effective legal services.¹ As the Carnegie Foundation's now famous 2007 study of legal education concluded:

A more adequate and properly formative legal education requires a better balance among the cognitive, practical, and ethical-social apprenticeships. To achieve this balance, legal educators will have to do more than shuffle the existing pieces. It demands their careful rethinking of both the existing curriculum and the pedagogies law schools employ to produce a more coherent and integrated initiation into a life in the law.²

In response to these critiques, law schools throughout the country have begun to develop graduate teaching fellowships whose aim is to prepare graduates for careers in legal education through intensive orientation, instruction in the elements of pedagogy, and structured feedback and evaluation by experienced educators. Among the most prominent and successful of these programs have been the clinical teaching fellowships.

Currently, forty-one U.S. law schools offer over one hundred clinical teaching fellowships in a variety of specialty areas. Most fellowships give fellows the opportunity to practice law and supervise students in a given field. At the same time, fellows receive instruction in techniques of supervision and reflection; the relevant values, ethics, and morals of clinical teaching; pedagogical methods for structuring classroom teaching; and the interrelationship of feedback, evaluation, and grading in clinical courses. Many, if not most, applicants for clinical faculty positions are graduates of fellowship programs. The Law School helped pioneer clinical legal education; with a teaching fellows program, the Law School could again play a national leadership role in training the next generation of clinicians.

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¹ See, e.g., GREGORY S. MUNRO, OUTCOMES ASSESSMENT FOR LAW SCHOOLS (2000); ROY STUCKEY ET AL., BEST PRACTICES FOR LEGAL EDUCATION (CLEA 2007).

² WILLIAM M. SULLIVAN, ANNE COLBY, JUDITH WELCH WEGNER, LLOYD BOND & LEE S. SHULMAN, EDUCATING LAWYERS 98 (2007).

b. The Purposes and Components of Robina Clinical Teaching Fellowships

The establishment of one or more Robina Clinical Teaching Fellowships at the University of Minnesota would serve several purposes. (First) Robina Clinical Teaching Fellowships would be a low-cost way to increase dramatically our capacity to enroll clinic students and to expand the breadth of our representation to those with unmet legal needs. A teaching fellow can double the capacity of a clinic at less than half the cost of a full clinical faculty salary. Currently, many students who want to take a clinic graduate without ever having the opportunity.

(Second), a teaching fellows program would significantly raise our national profile in clinical legal education. With ten highly successful and influential in-house clinics and fourteen adjunct-taught clinics, the Law School has one of the largest and most robust clinical programs in the country. Adding four teaching fellows would help us attract some of the best future clinicians to the Law School and bring greater national attention to our existing program.

A University of Minnesota Clinical Teaching Fellow would enroll in a two-year program through which he or she would be affiliated with one of the existing clinical courses. A Fellow would directly supervise law students enrolled in the clinic, assist in teaching clinical courses, and perform work on his or her own legal matters. Fellowships would begin in late summer and extend over two academic years.

The clinical program would hire two Fellows to begin each summer, so that four Fellows would be teaching every year starting in the second year of the program. The overlap would allow second-year Fellows to help mentor first-year Fellows. We propose to begin the program with one Fellow in the Misdemeanor Prosecution/Defense Clinic and another in the Immigration and Human Rights Clinic. Strengthening both of these clinics with the addition of a Fellow would mesh with our existing strengths in criminal and international law and thus fit with the Law School's strategic plan in those areas.

Each Fellow would be paid approximately \$55,000 per year plus benefits.

Total over 5 yrs — \$1,538,923

II. Hiring Additional Clinic Faculty

The Law School also seeks to hire one additional clinic faculty member. The Law School believes that any of the following clinics would be strong additions to our current clinical offerings and mesh well with existing subject area strengths. Each clinic would follow the model of the Law School's other clinical programs, which includes classroom instruction in basic skills, theoretical understanding of substantive issues, and representation of clients under the close supervision of an experienced full-time faculty member.

- A. Environmental Land Use Policy Clinic.** The Land Use Policy Clinic allows students to engage in public policy projects that promote environmental sustainability in land use, housing and building, transportation, and urban growth by assisting and advocating before local, state or federal agencies; drafting

legislation; and researching and writing reports. This Clinic is currently taught by an adjunct professor and limited to four students. Bringing this clinic in-house would expand the depth of substantive instruction in the area, increase student capacity and expand the projects undertaken by this clinic. It would also mesh well with the Law School's growing environmental law program.

- B. Intellectual Property Clinic.** The Law School's Corporate Institute and intellectual property program would both be strengthened with the addition of a clinical course focusing on intellectual property. Professors Okediji, Cotter, and McGeeveran give us a strong doctrinal base in the field. This clinic would offer students direct practical experience in a rapidly changing area. Cases and matters in the IP clinic would draw from the full range of intellectual property specialties (copyright, patent, and trademark). Over the course of two semesters, students would be exposed to client counseling and transactional lawyering and litigation as well as administrative advocacy.

This Clinic would represent individual creators and users of intellectual property, small businesses and communities of rights-holders and consumers, not-for-profit institutions and associations, and other entities. The Clinic would limit its representation to clients who require quality intellectual property representation that they are unable to obtain in the general market for legal services.

- C. Fair Housing Clinic.** A Fair Housing Clinic focused on a mixture of individual enforcement and broader systemic matters would be a natural addition to our current program and would create important synergies with the Law School's Institute on Race & Poverty (soon to be called the "Institute on Metropolitan Opportunity") (the "IRP"). The IRP is one of the leading researchers on patterns of spatial discrimination and disparity in the United States, and its director, Myron Orfield, is a principal consultant to the federal Department of Housing and Urban Development on disparate impact and site and neighborhood standards. Drawing upon Professor Orfield's expertise and the IRP's capacity to research and analyze data, a Fair Housing Clinic would have the ability to address on an individual and systemic basis issues of racial steering, disparate mortgage lending, and the placement of government-subsidized, low-income housing on a level that few other clinics in the country can.

- D. Mortgage Foreclosure and Bankruptcy Clinic.** The Law School has offered an adjunct-taught bankruptcy clinic for almost twenty years. The existing Clinic provides students the opportunity to advise and represent individuals in serious financial difficulty by negotiating with creditors, filing bankruptcy cases, and representing clients in adversary proceedings. It is a very popular clinic and is always oversubscribed. As discussed above, an adjunct clinic is always limited in its ability to provide students with an in-depth clinical experience. Our adjunct professors are experienced bankruptcy attorneys with their own private practice demands, which make their availability to students necessarily limited. Bringing the bankruptcy clinic in-house would give students an even more intensive

experience in federal bankruptcy court and more in-depth instruction in the area of bankruptcy. Additionally, bringing this clinic in-house would allow us to expand into the area of mortgage foreclosure law.

* * *

III. Timing and Budget

If the Robina Board chooses to fund this proposal, we might be able to identify teaching fellows who could start in the fall. Launching one of the new clinics listed above would require finding an appropriate clinical faculty member. We would conduct a search starting this fall, with the expectation of hiring someone to begin teaching in the 2013-14 academic year. We would choose among the clinical opportunities based on ① the quality of the applicants in each area; ② the fit with existing areas of strength (on this metric, the environmental and IP clinics would have priority); ③ student interest and demand for each type of clinic; and ④ synergy with other programs at the University.

A proposed budget is attached. As always, we would be happy to answer any questions you might have.

Total = \$1,349,478 over 5 yrs

Total Clinical Opps
\$2,888,401

CLINICAL FUNDING OPPORTUNITY

	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
CLINICAL PROGRAM	13,000	314,245	331,076	340,649	350,508	1,349,478
Clinical Faculty		200,100	212,286	218,655	225,214	856,255
Student Clinic Directors (1/faculty or teaching fellow)	13,000	33,475	34,479	35,514	36,579	153,047
Administrative support (1FTE)		51,120	54,233	55,860	57,536	218,749
IT Support (.2 FTE)		17,550	18,078	18,620	19,179	73,426
Program Support		12,000	12,000	12,000	12,000	48,000

CLINICAL TEACHING FELLOWSHIPS	160,000	329,600	339,488	349,673	360,163	1,538,923
4 fellowships for 2 years on staggered schedule						

TOTAL CLINICAL FUNDING OPPORTUNITY	173,000	643,845	670,564	690,321	710,671	2,888,401
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*file w/ m
proposal*

*Approved
May 15,
2012*

**ROBINA FOUNDATION
UNIVERSITY OF MINNESOTA LAW SCHOOL
PUBLIC INTEREST SCHOLARS PROGRAM**

April 26, 2012

As part of a land-grant university, the University of Minnesota Law School has always had a strong commitment to public service. The Law School was one of the first in the country to create in-house legal aid clinics and still runs one of the largest and most robust clinical programs in the country. In addition, twenty-six years ago, a group of University of Minnesota law students created the Minnesota Justice Foundation (MJF), which now provides "legal aid for thousands of under-represented Minnesotans by coordinating the efforts of volunteer law students and attorneys." Although MJF serves all four area law schools, the University of Minnesota Law School remains its home. Last year alone, University of Minnesota Law School students provided over 17,000 hours of pro bono legal services to the community, in addition to the services provided through the Law School clinics. Many of these students wish to pursue a career in public interest work.

Unfortunately, as the cost of legal education continues to climb, graduates increasingly find that debt service precludes public service, even as the demand for low cost legal services escalates. For most law students, at Minnesota and nationally, average debt on graduation exceeds \$90,000. But public interest positions typically pay starting salaries under \$40,000, often well under. Even at those low salaries, increasingly cash-strapped public interest legal services providers can afford to do very little hiring. A Robina Public Interest Scholars program would help address these interrelated problems and constitute a fitting legacy for Jim Binger.

The Program would have four components intended to create a seamless path to public service: 1) scholarships to attract and encourage students interested in public service; 2) law school experiences including volunteering, mentoring, summer internships, and public interest course work to expose students to the rewards of public interest work; 3) year-long post-graduate fellowships to enable graduates to launch a career in public interest work; and 4) loan repayment assistance to enable those graduates to continue public interest careers. In order to administer all parts of the program and to enhance career counseling for all students interested in public service, a dedicated public interest staff coordinator would be added to the Law School's Career Center.

A Robina Public Interest Scholars Program would offer 12 scholarships annually (averaging \$15,000 each); 12 summer internships (\$5,000-\$7,500 each); 10 full-year post-graduate public interest fellowships (averaging \$25,000 each); and 10 annually renewable loan repayment grants to graduates pursuing public interest work (capped at \$4,000 each). The number of scholars, interns, fellows, and loan repayment assistance recipients may vary slightly from year to year. Ideally, a Robina Scholar would move automatically from scholarship award to internship to fellowship to loan repayment grant, but we want to maintain some flexibility to permit students to enter and leave the program as their interests develop during law school.

We view this program as an opportunity to develop future leaders in the public interest community. As part of our strategic plan, we are committed to admitting students with demonstrated leadership potential and providing them with leadership training and opportunities in law school. With this in mind, we launched a very successful leadership foundations program

in January, and we will layer additional leadership programming into the second and third year curriculum. Our focus so far has been principally on leadership in the private sector, but our vision here extends to leadership in public service, with promising students identified early and supported by the Law School at each critical juncture in their legal education and early career.

A majority of students applying to the University of Minnesota Law School cite public interest work as a career goal. Some develop other interests during law school, but many conclude that public interest careers are simply not feasible given their debt burden. We want to give these students an opportunity to pursue their goals in ways that will transform their lives and the lives of those they assist as public interest lawyers.

ROBINA PUBLIC INTEREST SCHOLARS PROGRAM (THE PROGRAM)

Part 1: Scholarships

Robina Public Interest Scholars (Scholars) would be selected on the basis of their demonstrated commitment to public service, their academic record, and their potential for leadership in the public interest community. The Program would use the definition of public service contained in the federal public service loan forgiveness (PSLF) program as a starting point to identify eligible public service positions. The federal program provides:

Organizations that meet the definition of “public service organization” for purposes of the PSLF Program are listed below.

- A government organization (including a federal, state, local, or tribal organization, agency, or entity; a public child or family service agency; or a tribal college or university);
- A non-profit, tax-exempt organization under section 501(c)(3) of the Internal Revenue Code (includes most not-for-profit private schools, colleges, and universities);
- A private, non-profit organization (that is not a labor union or a partisan political organization) that provides one or more of the following public services:
 - Emergency management
 - Military service
 - Public safety
 - Law enforcement
 - Public interest law services
 - Early childhood education (including licensed or regulated health care, Head Start, and state-funded prekindergarten)

- Public service for individuals with disabilities and the elderly
- Public health (including nurses, nurse practitioners, nurses in a clinical setting, and full-time professionals)
- engaged in health care practitioner occupations and health care support occupations)
- Public education
- Public library services
- School library or other school-based services

Our program would focus on the subset of eligible positions included in the category of private, non-profit organizations that provide public interest law services, in areas ranging from environmental to health, family, civil rights, criminal, poverty, consumer protection, intellectual property, and international human rights law, with a focus on positions that provide services to those living at or near the poverty level. We would also include government (federal, state, local, and tribal) public service positions.

Each Scholar would receive a \$15,000 annual scholarship for their first two years. In the third year, scholarships would be awarded based on the Scholar's continued interest and demonstrated intent to pursue a public interest career after graduation. Scholars would demonstrate such interest by working with the Public Interest Coordinator to set up a post-graduate fellowship or public interest job. In addition, we would consider whether a Scholar has actively pursued the other elements of the program, including summer internships, clinics, and mentoring opportunities.

Part 2: Law School Experience

A. Mentoring

Scholars would be paired with a faculty or external mentor with a public service background, to provide guidance on course selection, internships, and career opportunities, general advice on legal education and practice, networking assistance, and other professional support. We anticipate these mentoring relationships will prove enduring and support the Scholars' professional development throughout their careers.

B. Pro Bono Work During Law School

The Law School's current Public Service Program (LSPSP) encourages students to take part in the legal profession's commitment to public service. The LSPSP suggests that students perform at least 50 hours of voluntary, law-related public service during their three years in law school. This requirement is modeled after the Minnesota Rules of Professional Conduct, which set an aspirational goal of 50 hours per year for all Minnesota attorneys. Although participation in the

LSPSP is voluntary, participation would be required for all Scholars, and Scholars would be encouraged to do well over the 50 hour minimum. The Minnesota Justice Foundation provides pro bono opportunities for students with over 150 organizations (Appendix I). This year, for example, some students represented clients in arraignment hearings through the 2nd Judicial District Public Defender's Office. Other students traveled to northern Minnesota to assist Anishinabe Legal Services in providing free legal assistance to low-income individuals on Indian Land Trust issues on the Leech Lake, Red Lake, & White Earth Reservations. Still other students worked on a variety of poverty law issues at Southern Minnesota Regional Legal Services. Scholars would be offered similar opportunities, but also would be able to develop their own projects.

C. Summer Experience

The Program would fund one summer public service experience after the Scholar's first or second year. Students often describe such internships as life-changing. They expose students to issues and service opportunities that inspire in many what we expect will be a lifetime commitment to public service.

Scholars would be able to apply for positions locally or nationally with a 501(c)(3) non-profit or a government agency (federal, state or local). Scholars would be able to develop a new project with an agency or organization, or they would be able to apply for an existing unfunded project and bring funding with them to the organization. The Scholars would be paid between \$5,000 and \$7,500 as a stipend during their summer experience.

Students have explored many career options in public interest during our past Robina public interest summer internship programs, with placements at organizations as diverse as the International Criminal Tribunal for Rwanda in Tanzania to the Indian Child Welfare Act Center in Minneapolis. A list of partner institutions is attached (Appendix II). Similar internships will excite Scholars about public interest work, provide desperately needed services, and help the Law School build lasting relationships with leading public interest organizations.

D. Course Work and Externship Program

The University of Minnesota Law School offers a broad array of classes and clinics that provide students with a solid foundation of theoretical knowledge and practical skills to support the pursuit of public interest careers. Scholars would be encouraged to take courses relevant to public interest work.

In addition, Scholars would be guaranteed a spot in one of the Law School's 24 clinics. Scholars would also be required to enroll in one semester-long externship for credit with a local non-profit organization or government agency. Externships would be field placements with local non-profit agencies doing hands-on assignments in public interest law. The Scholars would be directly supervised by an attorney at the host organization and would work closely with a faculty member to complete the requirements for the externship.

Part 3: Post-Graduate Fellowship

Due to decreased funding for public service organizations, there is a dearth of funding for entry-level public interest positions. Many Law School graduates may have the desire, but may not be able to secure a position in public service. Scholars would be guaranteed a year-long public interest fellowship following graduation. The fellowships would be with organizations or agencies whose primary work is with disadvantaged populations. The Scholars would either design a project or take on a role with a nonprofit organization or government agency. Scholars would utilize the knowledge, relationships, and connections they made throughout their time in the Program to create a fellowship opportunity tailored to their interests.

The current short-term Robina Post-Graduate Fellowship Program has been very successful. Recent graduates have worked all over the world in public interest positions. For example, they have worked locally at the Public Defender's Office, Volunteer Lawyers Network, and Legal Aid; nationally, at the Chicago Lawyers' Committee for Civil Rights Under Law and the Public Counsel Law Center in Los Angeles; and internationally, at the Liberian Ministry of Justice (Appendix III).

We would work with similar organizations to create an expanded fellowship program. The Scholars would be paid at least \$25,000 for a year-long fellowship. Host organizations would be asked to contribute funds for benefits and additional salary.

The year-long Robina Post-Graduate Fellowship Program would begin with a small group of students dedicated to public interest who are graduating in 2012. The Law School would start building the fellowship program and work with host organizations as soon as possible in order to create lasting relationships and future opportunities for Scholars. This part of the Program is a completely new endeavor for the Law School and it may take a few years to grow the 10 fellowships needed in year four. We expect these fellowships to provide Scholars that critical first job in the field and to provide host organizations and legal services recipients a critical augmentation of available services.

Part 4: Loan Repayment

When graduates dedicate themselves to a public service career, they are eligible for the federal government's Public Service Loan Forgiveness program. Qualified recipients may elect an income-based repayment (IBR) plan. Under IBR, interest payments are limited to 10% of a graduate's discretionary income, defined as the difference between the graduate's Adjusted Gross Income and the poverty level. If a graduate works ten consecutive years in a public service position and during that time makes the qualifying IBR interest payments, the remaining loan interest and principal are forgiven. The Robina Public Interest Scholars Program would cover a Scholar's IBR interest payments, up to \$4,000 per year, as long as they qualify for IBR.

We expect that most Scholars' annual interest payments will fall under the \$4,000 cap. As a result, the program should make a public interest career eminently affordable.

STAFF SUPPORT

The Robina Public Interest Scholars Program would require a dedicated staff member in order to create and implement the Program. The Robina Public Interest Scholars Coordinator would administer all aspects of the program and develop new opportunities for participating students. For example, the Coordinator would organize an annual gathering of current and, eventually, past participants in the program, along with their mentors, as well as participants in other public interest fellowships, to foster a culture of public service and provide opportunities for networking, advice, and mutual support.

In addition to administering the Robina Public Interest Scholars Program, the Coordinator would become the Law School's expert in public service and assist all students interested in public service opportunities and careers. Expanding the scope of the Coordinator position beyond the Program will ensure that students who are interested in legal services or public service, but were not chosen for the Program, have access and support in pursuing public service opportunities and careers. The Coordinator would manage all public interest fellowship programs. They include:

Summer Only Programs:

- **Mansfield Fellowship:** \$4,000 for one student to work 400 hours at Legal Aid Society of Minnesota or Southern Minnesota Regional Legal Services.
- **Cooper Fellowship:** \$4,000 for two students each to work 400 hours at Legal Aid Society of Minnesota.
- **Justice John Paul Steven's Fellowships:** \$5,000 for two students each to work 400 hours at a non-profit or government agency (excluding judicial externships.) Students design their own projects.
- **Robina Public Policy Fellowships:** \$5,000 for seven students each to work 400 hours on a public policy project at a non-profit or government agency. Students design their own projects.

Post Graduate Programs:

- **Robina Post Graduate Fellowships:** Recent alumni are provided \$5,000 to do 400 hours of service for a non-profit or government agency. They can design their own project or apply for a position created by the Law School.
- **VISTA AmeriCorps:** Recent alumni can apply for a VISTA position with partner agencies such as the Volunteer Lawyers Network, Housing Preservation Project, Legal

Aid, Duluth City Attorney's Office, and Children's Law Center. The program pays participants at the poverty level and provides health benefits and a small education award at the end of one year of service.

Having a full-time position focused on public interest careers would help the Law School be a true leader in public service.

FINANCIAL COMMITMENT

We would like to begin with a four-year pilot program to evaluate and grow the program components. Four years is necessary so that we can have a class start in the Program and see it to completion in a year-long Post Graduate Fellowship. We anticipate admitting the first full cohort of Robina Public Interest Scholars late next fall or spring, for matriculation in academic year 2013-14. However, we would like to award some scholarships to existing students who have demonstrated a commitment to public interest work, beginning in fiscal year 2013, as outlined in the attached budget. We would also like to start awarding post-graduate fellowships to deserving candidates immediately, beginning with five graduates from the class of 2012. In addition, we would like to hire a public interest coordinator this summer. Our proposed budget is attached (Appendix IV).

* * *

While many law schools offer one or more elements of the program described above – scholarships, mentoring, summer internships, post-graduate fellowships, and loan repayment assistance – few if any have put them together in an integrated program that creates a seamless and affordable path to public service. We believe such a program would serve as a model for other law schools, transform the lives of the Scholars and those they assist through pro bono legal services, and make the Law School a magnet for students and faculty interested in public interest work.

Appendices

Minnesota Justice Foundation/Law School Public Service Program
Student Pro Bono Opportunities

Civil/Human Rights

American Civil Liberties Union- Minnesota Chapter
Council on American-Islamic Relations
Hearth Connection
Institute for Justice
Jewish Community Relations Council
Minneapolis Department of Civil Rights
Minnesota Advocates for Human Rights
Outfront MN
Peace and Hope International
Project 515
Uyghur Human Rights Project
World Without Genocide

Consumer

Farmers' Legal Action Group
Institute for Agriculture and Trade Policy
Legal Aid Society of Minneapolis
Legal Aid Society of Minneapolis - Northside
Minnesota COACT
Minnesota Public Interest Research Group

Criminal

Center for Homicide Research
Council on Crime and Justice
Law Office of Samuel Surface
Legal Rights Center
Minnesota Alliance on Crime
Minnesota Center Against Violence and Abuse
Minnesota State Court Administrator's Office
Neighborhood Justice Center
Public Defender - 10th District (Anoka)
Public Defender - 10th District (Stillwater)
Public Defender - 1st District (Hastings)
Public Defender - 2d District
Public Defender - 4th District (Hennepin County)
Public Defender - Federal Office
Public Defender - Minnesota State PD Office
Public Defender - 1st District (Carver/Scott)
Ramsey County Community Corrections

Criminal/Civil

Access Justice
Chisago County Attorney's Office
Clayton County Solicitor General's Office
Dakota County Attorney's Office
Innocence Project of Minnesota
Institute for Justice
Jackson County Attorney's Office
Le Sueur City Attorney's Office
Minneapolis City Attorney's Office
Minnesota Board of Public Defense
Minnesota County Attorneys Association
St. Paul City Attorney's Office

Disability

ARC (Hennepin and Suburban)
Disability Justice Foundation
Minnesota Disability Law Center
PACER Center

Domestic Violence

Battered Women's Legal Advocacy Project
Chrysalis
Domestic Abuse Project
McLeod Alliance of Domestic Abuse
Minnesota Center Against Violence and Abuse
Minnesota Coalition Against Sexual Assault
Minnesota Coalition for Battered Women
Tubman Family Alliance - Minneapolis and Lake Elmo
WATCH

Environment

1000 Friends of Minnesota
Clean Water Action Alliance of Minnesota
Environmental Protection Agency
Minnesota Center for Environmental Advocacy
Minnesota Department of Natural Resources
Minnesota Environmental Fund
Minnesota Pollution Control Agency
Nature Conservancy
Sierra Club
Sierra Club North Star Chapter

Transit for Livable Communities
Trust for Public Land

Government Benefits

Southern Minnesota Regional Legal Services

Greater MN

Anishinabe Legal Services
Central Minnesota Legal Services - St. Cloud
Leech Lake Band of Ojibwe
Legal Aid Service of Northeastern Minnesota (Brainerd, Duluth, Grand Rapids, and Virginia)
Legal Assistance of Northwestern Minnesota (Alexandria, Bemidji)
Legal Assistance of Olmsted County
Southern Minnesota Regional Legal Services (Albert Lea, Mankato & Prior Lake)
St. Cloud Area Legal Services
Western Minnesota Legal Services
White Earth Tribal Court

Health/Mental Health Law

Autism Advocacy and Law Center, L.L.C.
Children's Dental Service
Hazelden
International Federation for Spina Bifida and Hydrocephalus
Lawyers Concerned for Lawyers
Minnesota Department of Health
Minnesota Department of Human Services Children's Mental Health Services
Minnesota Public Health Association
National Alliance for the Mentally Ill of Minnesota
Ombudsman for Mental Health/Developmental Disabilities
Pathways Counseling Center, Inc.

Housing

All Parks Alliance for Change
Community Action Council
HOME Line
Legal Aid Society of Minneapolis - Housing Discrimination Law Project
Southern Minnesota Regional Legal Services

Immigration

Center for Victims of Torture
Civil Society
Hennepin County Office of Multicultural Services

Immigrant Law Center of Minnesota
La Conexion
Legal Aid Society of Minneapolis
Somali Community of Minnesota
Southern Minnesota Regional Legal Services - Refugee, Immigrant and Migrant Services

Juvenile and Family

Achieve! Minneapolis
Central Minnesota Legal Services
Child Advocacy Coalition
Children's Defense Fund
Children's Law Center
Children's Legal Services
Hennepin County Guardian ad Litem
Indian Child Welfare Law Center
Indian Legal Assistance Program
Juvenile Justice Coalition of Minnesota
Kinship Caregivers Association
Legal Aid Society of Minneapolis - Youth Law Project
Legal Assistance of Dakota County
Legal Assistance of Washington County
Minnesota Fathers & Families Network
Minnesota Supreme Court
Minnesota Urban Debate League
NAACP - St. Paul Chapter
National Child Protection Training Center
Ombudsman for Families
Ombudsperson for Asian-Pacific Families
Ramsey County Guardian ad Litem
School Law Center
SMRLS - Education Law Advocacy Project
Southern Minnesota Regional Legal Services
Streetworks

Legislative

Graffiti Task Force
House Research Department
Minnesota Housing Finance Agency
Representative John Lesch
Senate Counsel & Research

Nonprofit

Judicare of Anoka County
Legal Services Advocacy Project
Loan Repayment Assistance Program of Minnesota
Management Assistance for Nonprofits
Minnesota Council of Nonprofits
Minnesota Legal Services Coalition

Self-Help Centers and Pro Se Clinics

Central Minnesota Legal Services (Willmar, Monticello, St. Cloud)
Hennepin County District Court
Legal CORPS
Minnesota Assistance Council for Veterans
Project Homeless Connect
Ramsey County Law Library
Ramsey County Self Help Center
Southern Minnesota Regional Legal Services: Mankato, Albert Lea, Worthington
Southern Minnesota Regional Legal Services: Rochester
Southern Minnesota Regional Legal Services: Shakopee
Southern Minnesota Regional Legal Services: Winona
Southern Minnesota Regional Legal Services: Worthington
Volunteer Lawyers Network
Washington County Law Library

Seniors

ElderCare Rights Alliance
Legal Aid Society of Minneapolis - Senior Law Project
MAO Legal Services
Minnesota Senior Federation
Southern Minnesota Regional Legal Services
Upper Midwest Pension Rights Project

Tax

AccountAbility Minnesota
Legal Aid Society of Minneapolis
Minnesota Department of Revenue

University of Minnesota

Center for Urban and Regional Affairs
Human Rights Center
Institute on Race and Poverty

National Labor Relations Board
University of Minnesota Law Clinics
University of Minnesota Law School Workers Rights Clinic

**Past Summer Robina Public Interest
Partner Institutions**

Advocates for Human Rights
American Civil Liberties Union of Minnesota
Association for Advancement of Retired People, Washington, DC
Children's Law Center, Minnesota
Disability Law Center, Minneapolis, MN
Farmer's Legal Action Group, St. Paul, MN
Gender Justice
Housing Preservation Project, Minnesota
Human Rights Watch
Indian Child Welfare Act Law Center, Minnesota
Indian Law Resource Center
Institute for Global Studies
Minneapolis City Attorney's Office
Minnesota Coalition Against Sexual Assault
Minnesota Coalition for Battered Women
Minnesota Coalition for Environmental Advocacy
Minnesota Department of Human Service
Minnesota Disability Law Center
Minnesota Public Interest Research Group
National Alliance on Mental Illness, Minnesota
National Law Center on Homelessness and Poverty
Public Health Law Center
Volunteer Lawyers Network, Minnesota

**Past Robina Post-Graduate Fellowship
Partner Institutions**

Advocates for Human Rights
Chicago Lawyers' Committee for Civil Rights Under Law, Inc.
Emily C and John E Hansen Intellectual Property Law Institute, Inc.
Gender Justice
Hennepin County Fourth Judicial District
International Commission of Jurists
Law School's Corporate Institute
Legal Aid Society of Minneapolis
Mexican American Legal Defense and Education Funds
Milwaukee Legal Aid Society
Minnesota Judicial Branch- Court of Appeals- Judge Connolly
Public Counsel Law Center in Los Angeles
Second Judicial District Public Defenders Office
U.S. District Court- Judge Frank
U.S. District Court- Judge Tunheim
U.S. Senate HELP Committee
Volunteer Lawyers Network
Washington and Lee University
Women's Earth Alliance

APPENDIX IV

PUBLIC INTEREST SCHOLARS PROGRAM

	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	
Public Interest Scholarship	180,000	435,000	510,000	510,000	330,000	1,965,000
Class of 2013 (5 @ \$15,000 from current students who have participated in the Robina Summer Fellowship Program)	75,000					
Class of 2014 (7 @ \$15,000 from current students identified with Public Interest focus)	105,000	105,000				
Class of 2015 (10 @ \$15,000 from current students identified with Public Interest focus)		150,000	150,000			
Class of 2016, Matriculate Fall 2013 (12@ \$15,000 for 2 years, 10 @ \$15,000 yr 3)		180,000	180,000	150,000		
Class of 2017, Matriculate Fall 2014 (12@ \$15,000 for 2 years, 10 @ \$15,000 yr 3)			180,000	180,000	150,000	
Class of 2018, Matriculate Fall 2015 (12@ \$15,000 for 2 years, 10 @ \$15,000 yr 3)				180,000	180,000	
Summer Internships	0	52,500	90,000	90,000	90,000	322,500
Rising 2L (12 @ \$7,500)		52,500	90,000	90,000	90,000	
Post-Graduate Public Interest Fellowships	125,000	125,000	125,000	125,000	250,000	750,000
(year long position \$25,000/graduate, 5 graduates May 2012)	125,000					
(year long position \$25,000/graduate, 5 graduates May 2013)		125,000				
(year long position \$25,000/graduate, 5 graduates May 2014)			125,000			
(year long position \$25,000/graduate, 5 graduates May 2015)				125,000		
(year long position \$25,000/graduate, 10 graduates)					250,000	
Loan Repayment Assistance					40,000	40,000
Program Support	74,800	82,044	84,355	88,736	94,188	424,123
Program Coordinator 100% time	74,800	77,044	79,355	81,736	84,188	
Workshops/meeting and other networking activities for current and past program participants		5,000	5,000	7,000	10,000	
TOTAL	379,800	694,544	809,355	813,736	804,188	3,501,623

UNIVERSITY OF MINNESOTA

Twin Cities Campus

*Office of the Dean
The Law School*

*Room 381 Mondale Hall
229 19th Avenue South
Minneapolis, MN 55455
Office: 612-625-4841
Fax: 612-625-2019*

April 26, 2012

Thomas Crosby, Esq.
Chairman of the Board
Robina Foundation
4900 IDS Center
80 South 8th Street
Minneapolis, MN 55402

Dear Tom:

Prior to the last board meeting, I outlined three funding proposals as possible alternatives to an environmental and energy law center. In different ways, each alternative would substantially enhance the Law School's capacity to help meet the growing demand for legal services for underserved members of the community, provide law students with practical skills training, and likely instill in many students a life-long commitment to public service.

I am providing separately expanded versions of two of those proposals: 1) to create a Robina Public Interest Scholars Program and 2) to expand the Law School's clinical program. If the board is interested, I would be happy to provide an expanded version of the third option, to create a community-based legal aid center in North Minneapolis.

Each of the proposals would meet important goals for the Law School and would, in different ways, create opportunities that would transform the lives of participating students and those to whom they would provide legal services. However, assuming a funding commitment of \$3 million for three or four years, my preference would be to establish the public interest scholars program. While many law schools offer some of the elements of this proposed program – scholarships, internships, mentoring, post-graduate fellowships, and loan repayment assistance – few have put all the elements together to create a clear path for aspiring public interest lawyers to follow. This program would create an annual cohort of public interest lawyers, supported by the Law School and each other, and make it possible for them to make public interest work their career. We expect the Program would make Minnesota a magnet for students interested in public interest work and help meet a pressing social need at the same time.

Proposals for 5 yrs.

The clinic proposal would greatly expand our capacity to provide practical skills training, enable us to create one or more new clinics to serve the local community, and help train the next generation of clinical educators. This proposal expands an existing program and adds a new element – the training of future clinicians – but it would not create an entirely new program in the same way that the other two proposals would.

The community-based legal aid center carries the highest potential rewards but also the greatest risks. It is the most likely of the three options to promote transformative change, for the Law School and for residents of North Minneapolis. Unlike our other clinics, it would enable

(and require) students to work directly in the community of the clients they would serve. But what makes it potentially transformative is the possibility of leveraging assistance from the Twin Cities' legal community to create a much larger program than the Law School could manage alone. Harvard's Wilmer Hale community legal aid center is a potential model. What started as a very modest program has grown into a substantial enterprise with a large number of attorneys and staff and its own building. But there are significant uncertainties associated with this option. We would have to meet with community representatives to determine how a center might meet community needs, work with existing legal services providers to ensure we are not duplicating services unnecessarily, and explore with law firms the level of interest and support we might expect. We would probably begin with a pilot program, but even then, we would be hesitant to undertake such a program without a substantial financial commitment over a significant number of years, to avoid creating expectations we might not otherwise be able to fulfill.

As always, I appreciate the opportunity to present these proposals and would be happy to answer any questions you might have.

Sincerely,



David Wippman
Dean and William S. Pattee Professor of Law

jn

YALE UNIVERSITY

OFFICE OF THE PRESIDENT

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

April 9, 2012

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

Dear Tom:

I was delighted to learn that the official announcement of the magnificent award to Yale University for the Binger Center for New Theatre at Yale School of Drama is now scheduled for April 26. We are immensely grateful to all of the directors of the Robina Foundation for their generous philanthropy and for the astute investment in the careers of the many talented playwrights who will continue to benefit from the Foundation's visionary support. We are confident that your landmark contribution will help transform the face of American theater.

Under the stellar direction of James Bundy, and the extraordinary staff he has assembled, the Binger Center for New Theatre has already made great strides in establishing a vibrant program that is recognized as a leader in fostering emerging and mid-career playwrights. The Robina Foundation's initial support for the Center has been instrumental in its success, and now, with the stability of an endowment, the role of the Binger Center for New Theatre as a national resource is assured. We look forward with great anticipation to the many original productions that will be written, staged, and performed in New Haven and across the country as part of the Center's mission. With the superb generosity of the Robina Foundation, truly there is theater history to be made.

We are deeply honored by the Foundation's confidence in the School of Drama and in the Binger Center for New Theatre. For this extraordinary commitment, and for the many other signature collaborations that Yale has enjoyed with the Robina Foundation, once again, I thank you.

We look forward to a celebration in the future with all of the directors of the Robina Foundation present.

With best regards,

Sincerely yours,



Richard C. Levin

RCL:mg

cc: Penny Hunt, Executive Director

From: "Office of the Dean" <josephine.brown@yale.edu>
Date: April 25, 2012 4:03:37 PM CDT
To: "Friend of the Yale School of Drama" <itscomm2@yale.edu>
Subject: Robina Foundation Endows New Play Programs

April 25, 2012

Dear Friend,

I am pleased to share with you the attached press release announcing a transformative \$18 million gift to the School of Drama and Yale Repertory Theatre for the purpose of operating and endowing the Yale Center for New Theatre. Effective today, the Center will be renamed the Binger Center for New Theatre, in honor of the late James Binger (Yale College, Class of 1938), the businessman, theatrical impresario, and philanthropist who founded the Robina Foundation in 2004.

The gift, comprising \$3 million in operating funds and \$15 million in endowment, represents the Robina Foundation's commitment to making Yale a vibrant home for playwrights, composers, librettists, adaptors, and their collaborators for generations to come. It effectively continues the Foundation's current annual support of \$950,000 in perpetuity, providing the long term security and leverage of Yale's endowment in service of the creation of new theatre. This is by far the largest gift in the history of the School and Yale Rep, and we are deeply grateful to the Robina Foundation for its extraordinary generosity and vision.

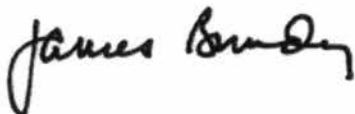
You can read more about the programs and accomplishments to date of the Binger Center in the attachment and on our website at www.yalerep.org/center. We hope to celebrate the gift and the naming of the Center here on campus in the fall with trustees and staff of the Robina Foundation.

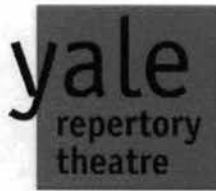
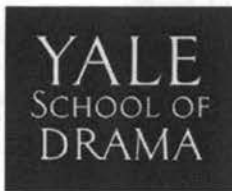
A gift of this magnitude truly reflects the efforts of a broad community of colleagues and patrons. The Center and Yale Rep have both received major funding from the Andrew W. Mellon Foundation and the Shubert Foundation, as well as from the Board of Advisors of the School of Drama. President Richard C. Levin, Provost Peter Salovey, and Deputy Provost Emily P. Bakemeier have provided extraordinary programming support and advocacy for our efforts, and Vice President for Development Inge Reichenbach and her team lent singular guidance and administrative expertise. My thanks go to all of them.

Here in the School and Rep, a great many people have worked to make this gift possible, especially Deputy Dean and Managing Director Victoria Nolan; Director of Development, Deborah Berman; and Jennifer Kiger, who, as Director of New Play Programs for the Center, has charted a distinctive and distinguished path of commissioning, development, and production for the past four years.

In sum, this is a great day for the School of Drama and for Yale Rep, and it could not have happened without a team effort. Thank you for all your past support—this transformational gift builds on the foundation of your generosity. For generations to come, the Binger Center, as a program of the School and the Rep, will strive to play a leading role in the creation and dissemination of new work for the American theatre. This is an effort in which we are grateful to serve, and especially thankful to count you among our partners.

Sincerely,

A handwritten signature in black ink, appearing to read "James Binger". The signature is fluid and cursive, with the first name "James" being more prominent than the last name "Binger".



April 26, 2012

FOR IMMEDIATE RELEASE

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

**YALE SCHOOL OF DRAMA AND YALE REPERTORY THEATRE
RECEIVE TRANSFORMATIONAL \$18 MILLION GIFT
FROM THE ROBINA FOUNDATION
TO PERMANENTLY ENDOW
THE CREATION OF
NEW PLAYS AND MUSICALS FOR THE AMERICAN STAGE**

**YALE CENTER FOR NEW THEATRE RENAMED
BINGER CENTER FOR NEW THEATRE
IN HONOR OF ROBINA FOUNDER JAMES H. BINGER**

Yale School of Drama and Yale Repertory Theatre (James Bundy, Dean/Artistic Director; Victoria Nolan, Deputy Dean/Managing Director) have received a transformational **\$18 million gift** from the **Robina Foundation** that will permanently endow the creation of new plays and musicals for the American stage through the **Binger Center for New Theatre**.

"Since their founding, Yale School of Drama and Yale Repertory Theatre have championed the development of playwrights and the production of new plays," said **Yale University President Richard C. Levin**. "Yale serves as both classroom and laboratory for the theatre arts, launching new contributions from the University to the wider world. This extraordinarily generous gift from the Robina Foundation ensures that the School of Drama and Yale Rep will bring exciting innovation to the production of new theatre for generations to come."

Established with a grant from the Robina Foundation in 2008, and supported by additional funding from the Andrew W. Mellon Foundation and individual donors, the Yale Center for New Theatre is an artist-driven initiative that devotes major resources to the commissioning, development, and production of new plays and musicals at Yale Rep and across the country. Among the Center's programs, a key component is its Production Enhancement Fund, which provides financial support for productions at other theatres of works commissioned by and/or first produced at Yale Rep. The Center also facilitates residencies of playwrights and composers at Yale School of Drama.

"Over the past four years, under the inspired leadership of James Bundy, Yale School of Drama and Yale Repertory Theatre have demonstrated tremendous thoughtfulness, innovation, and passion in developing a successful and viable model for the creation of new works for the American stage," said **Peter Karoff on behalf of the Robina Foundation**. "The Robina Foundation gift to endow the Binger Center for New Theatre honors our donor's great love of theatre. This gift is fundamentally an investment in creativity, and in the exciting and important role that theatre plays in the human experience. We hope our gift will inspire other donors to be bold, to be transformative, and to invest deeply in all of the arts at organizations and institutions across the country."

This \$18 million gift combines \$3 million in operating funds with a \$15 million gift for endowment. It follows a grant of \$2.85 million from the Robina Foundation, which established the Yale Center for New Theatre in 2008, and an additional \$950,000 gift made in 2010 to support the Center's activities through June 30, 2012—bringing the Robina Foundation's total giving to the Center to \$21,800,000.

Effective today, the Yale Center for New Theatre has been renamed the Binger Center for New Theatre in honor of **James H. Binger** (1916-2004), the noted businessman, theatre impresario, and philanthropist who created the Robina Foundation.

James Bundy said: "We are profoundly grateful to the Robina Foundation. They have helped us to establish this program, assess its intrinsic ongoing value, envision its long-term impact on the American theatre, and now, to support the Center's aims in perpetuity. We believe that these significant investments in artists themselves, in combination with robust production opportunities and the fostering of an artistic community, can and will promote vibrant new American plays and musicals for generations to come. It is an honor, in this effort, to commemorate the joyful generosity of James Binger—a great man of the theatre."

"The early success of the Center stems from our flexible capacity to tailor each process to meet the needs of our commissioned artists, putting resources directly in their hands," added **Jennifer Kiger, Associate Artistic Director of Yale Rep and Director of New Play Programs**. "The Center responds to the critical challenges of the field, providing meaningful compensation for writers—including both time to work and reasonable financial incentive to make live theatre—and significant production opportunities for ambitious new work that takes risks, including musicals and plays with larger casts."

ABOUT JAMES H. BINGER

After graduating from Yale College, James Binger, Class of 1938, attended the University of Minnesota Law School, and joined Minneapolis's Honeywell, Inc., in 1943, where he led the company through its remarkable expansion into the defense, aerospace, and computer industries in the various executive leadership roles he held from 1961 through 1978. Mr. Binger joined the board of directors of The McKnight Foundation, founded by his father-in-law William L. McKnight and run by his wife Virginia, in 1974. There, he was instrumental in extending the Foundation's grantmaking into brain research, the arts, and international initiatives.

In 1976, James and Virginia Binger took over William L. McKnight's struggling theatre enterprise, which they named Jujamcyn Theatres, after their three children: Judy, James, and Cynthia. The company grew to include five Broadway houses, presenting hits such as *Angels in America* and *The Producers*. Mr.

Binger also served as a director of the Vivian Beaumont Theatre, a member of the executive committee of the League of American Theatres, and as a board member of the Guthrie Theater.

Mr. Binger established the Robina Foundation shortly before his death in 2004. The Foundation, based in Minnesota, seeks to positively impact critical social issues by encouraging innovation and financially supporting transformative projects of its four institutional partners chosen by the founder. The partners are Abbott Northwestern Hospital, Minneapolis, MN; The Council on Foreign Relations, New York, NY; University of Minnesota Law School, Minneapolis, MN; and Yale University, New Haven, CT.

ABOUT THE BINGER CENTER FOR NEW THEATRE

To date, the Binger Center for New Theatre has supported the work of more than thirty Yale Rep commissioned artists as well as the world premieres and subsequent productions of twelve new American plays and musicals—including this season's *Belleville* by Amy Herzog, *Good Goods* by Christina Anderson, and *The Realistic Joneses* by Will Eno, and next season's *Marie Antoinette* by David Adjmi, *Dear Elizabeth* by Sarah Ruhl, and Bill Camp and Robert Woodruff's new adaptation of *In a Year with 13 Moons* by Rainer Werner Fassbinder.

Dostoevsky's *Notes from Underground*, adapted by Bill Camp and Robert Woodruff, was the first commissioned play supported by the Center to receive its world premiere at Yale Rep. In 2010, *Notes* had its West Coast premiere at La Jolla Playhouse and its New York premiere at Theatre for a New Audience, in association with the Baryshnikov Arts Center. The Center has also supported the world premiere co-production of Rinne Groff's *Compulsion* at Yale Rep, Berkeley Rep, and The Public Theater; the world premiere of the Yale-commissioned *On the Levee* by Marcus Gardley, Todd Almond, and Lear deBessonet at Lincoln Center Theater's LCT3; and the 2009 world premiere of Maggie-Kate Coleman and Anna K. Jacobs's musical *POP!* at Yale Rep and its City Theatre production this spring in Pittsburgh.

The complete list of Yale Rep commissioned artists includes David Adjmi, Todd Almond, Christina Anderson, Hilary Bell, Adam Bock, Bill Camp, Lear deBessonet, Will Eno, Marcus Gardley, Matt Gould, Kirsten Greenidge, Danai Gurira, Ann Marie Healy, Amy Herzog, Naomi Iizuka, Branden Jacobs-Jenkins, Aditi Brennan Kapil, Carson Kreitzer, Dan LeFranc, Elizabeth Meriwether, Scott Murphy, Julie Marie Myatt, David LeFort Nugent, Lina Patel, Jay Reiss, Sarah Ruhl, Octavio Solis, Rebecca Taichman, Lucy Thurber, Alice Tuan, Paula Vogel, Kathryn Walat, Anne Washburn, Marisa Wegrzyn, and Robert Woodruff.

Beginning in the 2012-13 season, the programs of the Binger Center for New Theatre will include the Yale Institute for Music Theatre (Mark Brokaw, Artistic Director). Originally established in 2009 by Yale School of Drama and Yale School of Music, the Institute bridges the gap between training and the professional world for emerging composers, playwrights, lyricists, and librettists by providing them with an annual, intensive two-week lab at Yale to develop their original music theatre works.

The selections for the inaugural Yale Institute for Music Theatre were the book musicals *Sam I Was* with book, music, and lyrics by Sam Wessels and *POP!* with book and lyrics by Maggie-Kate Coleman and music by Anna K. Jacobs and the opera *Invisible Cities* with score and libretto by Christopher Cerrone. The Institute's other projects have included *The Daughters* with music and libretto by Shaina Taub, and *Stuck Elevator* with music by Byron Au Yong and libretto by Aaron Jafferis, in 2010, and *Maren of Vardø* with music by Jeff Myers and libretto by Royce Vavrek, *Pregnancy Pact* with music by Julia Meinwald

and book and lyrics by Gordon Leary, and *The Profit of Creation* with music by Tim Rosser and book and lyrics by Charlie Sohne, in 2011. The 2012 selections are *Mighty Five's Infinite Funk Odyssey* with music and lyrics by Zach Abramson and Derek Muro and book by Phil Aulie and Xaq Webb and *Mortality Play* with music by Scotty Arnold and book and lyrics by Alana Jacoby.

PRODUCTION HISTORY

In a Year with 13 Moons

By Rainer Werner Fassbinder

Adapted by Bill Camp and Robert Woodruff

Directed by Robert Woodruff

Featuring Bill Camp

Commissioned by Yale Repertory Theatre

World Premiere: Yale Repertory Theatre, April 26-May 18, 2013

Dear Elizabeth

By Sarah Ruhl

A play in letters

from Elizabeth Bishop to Robert Lowell

and back again

Directed by Les Waters

Commissioned by Yale Repertory Theatre

World Premiere: Yale Repertory Theatre, November 30-December 22, 2012

Marie Antoinette

By David Adjmi

Directed by Rebecca Taichman

Commissioned by Yale Repertory Theatre

World Premiere Co-Production: American Repertory Theater (Cambridge, MA), September 2012; Yale Repertory Theatre, October 26-November 17, 2012

Creation

By Kathryn Walat

Directed by Michael Michetti

Commissioned by Yale Repertory Theatre

World Premiere: The Theatre @ Boston Court (Pasadena, CA), October 13-November 11, 2012

The Realistic Joneses

By Will Eno

Directed by Sam Gold

Commissioned by Yale Repertory Theatre

World Premiere: Yale Repertory Theatre, April 20-May 12, 2012

Good Goods

By Christina Anderson

Directed by Tina Landau

World Premiere: Yale Repertory Theatre, February 3-25, 2012

Crowded Fire Theater (San Francisco, CA), May 31-June 23, 2012

Belleville

By Amy Herzog

Directed by Anne Kauffman

Commissioned by Yale Repertory Theatre

World Premiere: Yale Repertory Theatre, October 21-November 12, 2011

New York Theatre Workshop (New York, NY), February-March 2013

Steppenwolf Theatre Company (Chicago, IL), June 27-August 25, 2013

Bossa Nova

By Kirsten Greenidge

Directed by Evan Yionoulis

World Premiere: Yale Repertory Theatre, November 26-December 18, 2010

We Have Always Lived in the Castle

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

Based on the novel by Shirley Jackson

Directed by Anne Kauffman

Commissioned by Yale Repertory Theatre

World Premiere: Yale Repertory Theatre, September 17-October 9, 2010

On the Levee

A Play with Music

Conceived and Directed by Lear deBessonet

Play by Marcus Gardley

Music and Lyrics by Todd Almond

Commissioned by Yale Repertory Theatre

World Premiere: LCT3 (Lincoln Center Theater, New York, NY), June 14-July 10, 2010

Compulsion

By Rinne Groff

Directed by Oskar Eustis

World Premiere Co-Production: Yale Repertory Theatre, January 29-February 28, 2010; Berkeley Repertory Theatre (Berkeley, CA), September 13-October 31, 2010; The Public Theater (New York, NY), February 1-March 13, 2011

POP!

Book and Lyrics by Maggie-Kate Coleman

Music by Anna K. Jacobs

Directed by Mark Brokaw

World Premiere: Yale Repertory Theatre, November 27-December 19, 2009

Studio Theatre (Washington, DC), July 13-August 7, 2011

City Theatre (Pittsburgh, PA), May 5-27, 2012

Notes from Underground

By Fyodor Dostoevsky

Adapted by Bill Camp and Robert Woodruff

Based on a translation by Richard Pevear and Larissa Volokhonsky

Directed by Robert Woodruff

Featuring Bill Camp

Commissioned by Yale Repertory Theatre

World Premiere: Yale Repertory Theatre, March 20-April 11, 2009

La Jolla Playhouse (La Jolla, CA), September 17-October 17, 2010

Theatre for a New Audience, in association with Baryshnikov Arts Center (New York, NY), November 7-28, 2010

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www.yalerep.org/center

The Binger Center for New Theatre

Indenture Documenting the Endowment and Current Use Gift from the Robina Foundation

The Robina Foundation ("the Donor") is pleased to document a commitment of \$18,000,000.00 to Yale School of Drama, of which \$15,000,000.00 shall be used to establish an endowed fund for the benefit of The Binger Center for New Theatre ("the Center") at Yale School of Drama. The name of the fund will be The Binger Center for New Theatre Endowment Fund ("the Fund"). The remaining \$3,000,000.00 of the gift shall be used to provide operating funds for the Center.

Endowment

Schedule and Form of Contributions: This commitment will be fulfilled on or before June 30, 2012. The Fund may be added to from time to time by the Donor or others.

Use of Endowment Income: The expendable income¹ from the Fund shall be used to provide direct support to the Center. Yale School of Drama will direct the resources from this Fund to the commissioning, development, production, and dissemination of new plays under the auspices of the Center in accordance with the attached proposal, "The Binger Center for New Theatre: Yale's Vision," revised April 13, 2012 ("the Proposal"), which represents the overall understanding of the Robina Foundation and Yale University of the activities of The Binger Center for New Theatre and is part of this indenture.

Excess Income: If expendable income from the Fund grows beyond what is practical to use for the purposes stated above, the University Provost may use the excess income to support projects at Yale School of Drama that most closely align with the spirit of the Donor's intent. These include, but are not limited to, such purposes as may be identified by future independent review panels and adopted by the Dean of the School. During the life span of the Robina Foundation, such use of excess income shall be determined in consultation with the Donor.

Stewardship: Yale shall provide the Donor with an annual written report of its progress in a format acceptable to the Donor, to include program highlights as well as financial updates noting the Fund's market value, principal, and expendable income. As the Robina Foundation will be dissolved at some future date, the Donor may designate an organization to which reports shall be made and with which consultation pursuant to this indenture will continue when the Robina Foundation has ceased to exist.

Fund Administration: Yale University will administer the Fund created hereunder in accordance with the policies authorized by the Yale Corporation. The Donor intends that the Fund provide continuous, stable, and sustainable spending in support of the purposes described above, in accordance with the University spending policy. The Donor recognizes that the application of Yale's spending policy, combined with economic conditions, may cause the market value of the Fund to fluctuate above or below the historic book value of the Fund.

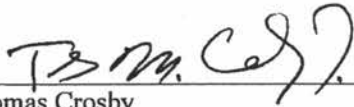
In the event that, at some future time, in the judgment of the Yale Corporation, it becomes impossible, impractical, or unlawful to apply the distributions from the Fund to the purpose described above, the Yale Corporation shall make such modifications to the use of the Fund as will appropriately recognize the interests of the Donor in coordination with University priorities. Any such changes will be considered in consultation with the Donor or its stewardship successor, as the case may be.

¹ "Expendable income" is determined by the University's Endowment spending policy, which allocates endowment earnings to operations. Currently, the target spending rate approved by the Yale Corporation stands at 5.25%. According to the smoothing rule, Endowment spending in a given year sums to 80% of the previous year's spending and 20% of the targeted long-term spending rate applied to the market value two years prior. The spending amount determined by the formula is adjusted for inflation and constrained so that the calculated rate is at least 4.5% and not more than 6% of the Endowment's inflation-adjusted market value one year prior. The smoothing rule and the diversified nature of the Endowment are designed to mitigate the impact of short-term market volatility on the flow of funds to support Yale's operations.

Current Use Gift

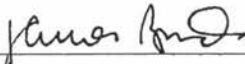
The current use gift portion of \$3,000,000.00 will be invested by the Yale Office of Investments in Treasury bonds with maturity rates that will meet the approved cash flow requirements outlined in the financial section of the Proposal. Any interest earned on these Treasury bonds will be added to the spendable portion of the gift and expended for the programmatic purposes outlined in the Proposal.

Reports on the use of these funds will be included in the annual written report described in the "Stewardship" section of this Indenture.



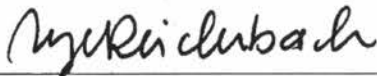
Thomas Crosby
Chair, Board of Directors
The Robina Foundation

4/12/12
Date



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

4.18.12
Date



Inge T. Reichenbach
Vice President for Development, Yale University

4.23.2012
Date

Attachment: "The Binger Center for New Theatre: Yale's Vision," revised April 13, 2012

The Binger Center for New Theatre: Yale's Vision

The Center for New Theatre at Yale, from its inception, has played a leading role in the American theatre. Established in 2008 through the outstanding support of the Robina Foundation, the Center has made significant investments in emerging and mid-career playwrights: in the past three years, Yale Repertory Theatre (Yale Rep) has entered into more and larger commissioning agreements than any other theatre in the nation. To date, the Center has supported the work of more than 30 commissioned artists, as well as the world premieres and subsequent productions of 12 new American plays and musicals.

The Center has emerged as a high impact, highly successful venture, leveraging Yale's artistic expertise and institutional capacity for risk-taking. We develop and produce high quality work in collaboration with diverse artists; we promote rapidly—and visibly—the voices and careers of distinctive writers; and we raise the national standard of theatre production through training and the sharing of best practices.

Through the Robina Foundation's early investment, the Center has proven the viability of its operating model. Ensuring the continuation and expansion of this approach has the potential to transform American theatre. Yale now seeks to establish, in partnership with the Robina Foundation, the financial stability that will enable the Center to fire the American theatrical imagination for generations to come. The Center's significant investment in artists, robust production, and rigorous assessment of programs will provide an essential conduit and serve as a model for new theatrical production around the country.

We believe that this endeavor would also provide a fitting tribute to Yale's distinguished alumnus, James Binger. Yale would be honored to commemorate his legacy by renaming the Center as the Binger Center for New Theatre.

Background: Mission and Strategy

Through the last half of the 20th century, the United States rode a wave of artistic excitement, civic pride, and economic growth to create significant theatrical institutions nationwide. The resident theatre movement, as it is called, became the creative engine of the art form in America. All but two of the Pulitzer Prizes for Drama between 1969 and 2011 were awarded to plays that began in the regional theatre. Unfortunately, many nonprofit theatres, including some of the largest, have over-committed capital to infrastructure and administration at the expense of artists, and undercapitalized the risks inherent in producing new work, especially with respect to ticket income. As a result, there is intense pressure on theatres to produce familiar, pre-marketed commodities, and playwrights are driven to write smaller scale work for fewer and fewer characters. The field is distressed.

The mission of the Center for New Theatre is to commission, develop, and produce new work for the stage, cultivating the talents of playwrights and other theatre artists.

Since their founding in 1926 and 1966, respectively, the School of Drama and Yale Rep have championed the development of playwrights and the production of new plays. Taken together, the School and Rep offer a unique combination—a leading training program in partnership with a professional theatre. They have promoted the work and careers of such award-winning playwrights as Christopher Durang '74, Athol Fugard, Richard Greenberg '86, John Guare '63, Amy Herzog '07, David Ives '84, Rolin Jones '04, Tarell Alvin McCraney '07, Lynn Nottage '89, Suzan-Lori Parks, Sarah Ruhl, Wendy Wasserstein '76, and August Wilson, among many others.

Because Yale trains more than just playwrights, the School of Drama and Yale Rep perpetually innovate and model best practices in the production of new theatre in every discipline of the art form. Here, actors, directors, designers, dramaturgs, producers, and managers prepare for leadership internationally. Yale serves as both classroom and laboratory for the theatre arts, launching new contributions from the University to the wider world, just as physicists and computer scientists disseminate new technology.

The strategy for the Center for New Theatre is to support the artistry of playwrights and address the critical needs of the field by providing:

1. *meaningful compensation for writers:* this represents both time to work and a reasonable financial incentive to make live theatre;
2. *artist-centered processes:* the Center manages the order and scale of readings, workshops, residencies, and other events in response to the playwrights' creativity and timing;
3. *significant opportunities for production:* these include musicals and plays with larger casts, at Yale Rep and other leading American theatres, utilizing enhancement funds provided by the Center for non-Yale productions;
4. *multiple venues for interaction:* classes, retreats, readings, workshops, residencies, and productions bring working playwrights and other theatre artists together at every stage of professional development.

This combination of activities leverages several complementary elements—a nexus of training and production; a community of talented artists teaching and learning here; the intellectual curiosity of southern Connecticut and the New York metropolitan area; Yale's international reputation; and the University's long-term economic stability—to drive the Center's resources aggressively toward the support of playwrights and our art form. We are confident that our program is a model for energized and exciting theatre programming.

Plans for the Future

Theatre is a plastic and evanescent medium—just as no two performances are identical, no two artists, no two plays, and no two production processes should be treated identically. The early success of the Center for New Theatre stems from our flexible capacity: to tailor each new play's development activity to meet the commissioned writer's specific needs; to provide production opportunities at Yale and beyond; and to prioritize competitive compensation, putting resources directly in the hands of artists.

We anticipate the continuation of current program activities. We seek opportunities to modify, expand, or deepen these activities both in response to the needs of our commissioned artists and in dialogue with current trends and concerns in the field.

Commissions

In the first three years of the Center for New Theatre (FY09-FY11), Yale Rep awarded 22 new commissions and provided developmental support to an additional 10 commissioned projects that were in progress at the time the original gift was received from the Robina Foundation. In all, 35 individual artists (including playwrights, composers, and directors) have received support as commissioned artists through the Center for New Theatre.

We plan to remain the field leader by commissioning 50-70 works in the next decade, with highly competitive compensation: our strategic aims are to attract and retain the most compelling emerging and established writers and to provide them with significant developmental support and meaningful production opportunities. Yale Rep's commission fees now start at \$25,000 and range up to \$50,000 for musicals or other projects with multiple authors. We plan to raise the base fee to \$35,000 by FY22, and we remain committed to commissioning both straight plays and musicals.

Workshop, Retreats, and Residencies

Since 2008, we have conducted 17 workshops and coordinated 9 writing retreats and/or residencies. Workshop activity doubled from FY09 to FY10 and stayed steady in FY11: the number of workshops relates strongly to the number of projects commissioned, so that as more commissioned artists join the roster, we anticipate more developmental activity through the Center. Retreats and residencies have grown rapidly in FY11: our commissioned artists demonstrate significant need for the space and time to concentrate on their writing, outside of their day-to-day responsibilities and schedules.

By far the most popular residency we have created to date is the annual Boot Camp. Each year, three to five commissioned artists are invited to participate with School of Drama playwrights in a week-long intensive retreat in New Haven, led by Paula Vogel, current Chair of the Playwriting program and Playwright-in-Residence at Yale Rep (Paula is stepping down as Chair as of July 1, 2012, but will remain on the School of Drama faculty, and plans to continue Boot Camp for the foreseeable future). The experience has been widely praised by all writers who have attended; not only does it provide them with creative challenges, new techniques, and

aesthetic inspiration, but it also links our commissioned artists closely to the playwriting students at the School of Drama. Boot Camp thrives on a community that could only exist at Yale; writers with considerable experience in the field relish the opportunity to mentor talented students at the School, while students grow more rapidly in the company of their professional role models. The immediacy and closeness of these relationships are key elements in our writers' identification of Yale as their creative home.

Based on the positive feedback from our commissioned artists, we anticipate the expansion of our residency activities in the next three to five years, incorporating two new approaches:

1. A year-long residency in New Haven, including salary and health benefits. A commissioned artist would be invited to spend a year working at Yale Rep and at the School of Drama. For example, the playwright could attend the weekly writers' workshop with the students in the playwriting department, or perhaps teach a section. Over the course of the year, the playwright would be encouraged to work not only on her Yale commission, but all of her writing. If desired, the playwright could request a workshop or reading of any of her plays through the Center for New Theatre.
2. A two-week artist retreat at a rural location to be determined. Boot Camp has demonstrated the value of bringing artists together to encourage dialogue and inspire creativity. A communal retreat combines the advantages of group interaction with the time to focus on individual projects, without any expectation of an immediate public showcase. Commissioned artists would receive travel, housing, and meals. Over time, the retreat could expand to include a company of actors and directors, enabling playwrights to rehearse works-in-progress throughout the retreat period.

Yale Institute for Music Theatre

Musicals are the United States' original contribution to world theatre, but they are notoriously expensive to produce. Thus, early-career composers, lyricists, and book writers are especially challenged to find opportunities to see their work on stage.

Since 2009, the Yale Institute for Music Theatre (YIMT) has supported young composers and authors as they make the transition from their formal studies to the professional world. It is the only music theatre workshop program in the country geared solely towards providing developmental support for these artists during this crucial period in their careers. YIMT is one of the most successful components of our work, dovetailing with Yale's graduate and undergraduate curricula in libretto writing, lyric writing, and composition.

The Institute is submission-based, and to be eligible the authors must have completed their training at a degree-granting institution (undergraduate or graduate) within the last five years. Up to three projects per year are chosen by the Artistic Director, Mark Brokaw, for inclusion, and each receives a two-week full-time workshop on the Yale campus, bringing together a professional company of up to 40 artists and managers including graduate students and undergraduates. At the completion of the two weeks, two "open rehearsals" per project are held for the public. They are called rehearsals rather than "performances" because the focus up to the

very end is the developmental process. Every team has made significant and substantial changes to their work between the two open rehearsals, incorporating what they have learned from watching the material as it meets an audience.

In 2009, *POP!*, by Maggie-Kate Coleman and Anna K. Jacobs, went from a workshop at YIMT to a production at Yale Rep, supported by the Center for New Theatre. *POP!* continued its life at the Studio Theatre in Washington, DC in 2011, and it will have its third production at City Theatre, Pittsburgh, PA, May 5-27, 2012. The success of this piece, and of YIMT overall, is an example of how a diverse and flexible portfolio serves our mission: we may bring musicals to production through commissioning, and/or through this program. We can also meet and get to know the work of talented musical theatre writers early in their careers, all while giving our students opportunities to participate at a high level in the development of new musicals.

Initially funded through individual gift support, the Institute began as a partnership between the School of Music and the School of Drama. This funding is no longer available, but the School of Drama and Yale Rep see this program as a unique and critical contribution to the field and hope to bring it under the umbrella of Robina Foundation support.

Productions

Since FY09, the Center for New Theatre has underwritten eleven world premieres at Yale Rep—including this season's *Belleville* by Amy Herzog, *Good Goods* by Christina Anderson, and *The Realistic Joneses* by Will Eno; and next season's *Marie Antoinette* by David Adjmi, *Dear Elizabeth* by Sarah Ruhl, and Bill Camp and Robert Woodruff's adaptation of *In a Year with 13 Moons* by Rainer Werner Fassbinder. The Center also provided funding to support the world premiere of a Yale Rep commissioned play at Lincoln Center's LCT3, and it seeded subsequent productions of work premiered by Yale Rep at Berkeley Repertory Theatre, The Public Theater, Theatre for a New Audience (NY), La Jolla Playhouse, and Pittsburgh's City Theatre.

As more plays move through the pipeline from commission to completed draft, there will be dozens of scripts available for production at Yale Rep and theatres across the country. Just as we maintain flexibility in tailoring each development process, we will seek diverse opportunities to leverage further production of Yale-commissioned plays through the Production Enhancement Fund (PEF). Investments of different sizes from this fund have advanced our playwrights' work, cemented vital partnerships with our peer theatres, and addressed a range of production problems. For example:

1. PEF subsidized the La Jolla Playhouse presentation of *Notes From Underground* by underwriting advanced video technology, also used for the Theater for a New Audience presentation underwritten by PEF;
2. PEF provided an additional week of rehearsal to the LCT3 production of *On the Levee*;

3. PEF funds are expected to subsidize costume construction on David Adjmi's large period piece, *Marie Antoinette*, a Yale commission scheduled for production first at American Repertory Theatre and then at Yale Rep in FY13.

Other potential uses of the PEF include: payments to smaller theatres producing plays that Yale Rep has commissioned but will not produce, and co-productions between Yale and other leading theatres (union rules and significant differences in pay scale generally make it impractical for Yale Rep to collaborate closely with theatres with much smaller budgets). We still do not know how the completion of commissions being written now—and that we will not produce ourselves—may affect PEF expenditures: we anticipate using the \$560,000 remaining from the original PEF grant from FY13-18, and estimate spending an average of \$100,000 per year thereafter.

Management and Accountability

To promote the highest standards of artistry and production over time, Yale's vision includes two forms of evaluation: annual reviews by Center staff and the Dean/Artistic Director, and the creation of an independent committee of distinguished theatre professionals to review the programs of the Center and their relationship to the field every five years, submitting their recommendations to the Dean/Artistic Director, with copies to the President and Provost of Yale. The first five-year review will take place in FY13.

Annual reviews are already part of the Center's rubric, and the Dean/Artistic Director will continue to report on the Center to the Robina Foundation as requested, as well as to the President and Provost each year. Annual reports are also prepared on endowment funds. In this case, such reports will contain a narrative description of the Center's activities and use of endowment income. They will also provide a financial report with details on the market value of the fund along with the Center's operational expenses. We anticipate that these practices will continue in perpetuity.

The purpose of the five-year review is to provide the Dean/Artistic Director with rigorous program and field evaluations from independent sources, including an overview of endowment expenditures. Conducted by a nationally-distinguished committee comprising leaders in the field of new play commissioning, development, and production, including at least one individual artist, the review will survey the Center's mission, strategy, and programming in the context of future developments in the professional theatre. Our budget reflects travel and expense reimbursement for this team. The committee's report, delivered to the Dean/Artistic Director, President, and Provost, will assess the strengths and weaknesses of the program at that time, with recommendations for enhancements and/or course corrections. We also plan to share meaningful data and findings with the theatres we survey: knowledge disseminated in this effort serves the field broadly.

Request and Budget Overview

Yale School of Drama and Yale Repertory Theatre respectfully request a transformative gift of \$18 million paid to Yale University on or before June 30, 2012, to continue and expand the work of the Center for New Theatre in perpetuity. The proposed gift combines \$3 million in operating funds with \$15 million in endowment.

As a private institution, Yale depends most heavily on philanthropy and tuition income for support of its mission in teaching, research, and public service. We are fortunate that the exceptional generosity of Yale's donors—alumni, foundations, corporations—and a long history of careful and prudent management of the endowment built with those gifts have made Yale into an institution of worldwide renown and global impact. Thus, gifts continue to be the main funding source for new initiatives, and endowment plays a vital role in institutionalizing innovation over the long-term. A gift for endowment is an investment in the future.

Endowment support will make it possible for the Center's long-term impact to become truly transformational by giving it time and opportunity to develop a world-class environment for playwriting. Such a gift will leverage the University's historic strengths: artistic vision, institutional stability, and investment expertise.

The Center's mission and strategic alignment are especially appropriate for endowment support for several reasons including:

1. The Center for New Theatre has an evergreen purpose—it is invested in the future of an enduring art form;
2. Yale has a longstanding competitive advantage both in playwriting and in creating environments in which playwrights succeed;
3. The School and Rep together foster multi-generational collaborations and the dissemination of new art and best practices: we will continue to send both plays and people out into the world.

Benefits to the Center that will accrue from endowment support include:

1. Endowment growth over time will support leadership in artist compensation;
2. Endowment income will flexibly support the mission, allowing us to promote strategic innovations in the commissioning, development, and production of new theatre.

The budget we propose combines energetic investment in near-term work with secure long-term funding, even if specific elements of the program should change in the future.

The budget also reflects Yale's anticipated efforts to match the Robina Foundation's commitment with gifts of over \$4 million in operating and approximately \$8 million in endowment funds from other donors. This new fundraising of \$12 million is an ambitious but achievable goal—as a point of comparison, the Center has secured nearly \$2 million in operating gifts and \$2.5 million in endowment commitments in the past four years. The scope of this matching effort is enhanced by Yale University's exceptional waiver of indirect costs (currently 12%) for the operating portion of the gift, directing an additional \$840,000 into Center activities over the decade.

In sum, the gift structure we seek is a template for promoting the Center's aggressive programming, robust fundraising, long-term financial stability, and artistic potential.

Expected Impact

The theatre, as western culture knows it, is almost three millennia old. We are honored to follow our forebears, delighted to collaborate with our contemporaries, and humbled in the face of what we do not know about the future.

The proposed Robina gift would represent the single largest philanthropic commitment in the history of playwriting. It would immediately call national attention to the opportunities and challenges faced by theatre artists and significantly advance—indeed, permanently alter—the national dialogue among theatre practitioners and philanthropists about individual and institutional priorities.

We believe that this model—meaningful financial and artistic support of playwrights in combination with robust production opportunities and the fostering of community among artists—holds the highest promise for promoting the next great age of American playwriting. We also look forward to the reality that there will be exciting innovations for the Center to embrace in the near and distant future, in order to better achieve that goal.

The Robina Foundation's gift of \$18 million would sustain the extraordinary early impact of the Center for New Theatre; prepare the ground for the theatre artistry of the 21st century; and commemorate in perpetuity the joyful generosity of James Binger—a great man of the American theatre.

Binger Center for New Theatre
One-Year Proposed Gift Payment Schedule and Budget

PROPOSED GIFT SCHEDULE		FY2013	FY2014	FY2015	FY2016	FY2017
1. Robina Endowment Gift		15,000,000				
2. Robina Operating Gift		3,000,000				
Total Annual Gift		18,000,000				

Yale Endowment Match - Fundraising Goal					1,250,000	1,250,000
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	FY2012 Robina Grant Projected	FY2012 Other Sources Projected	FY2012 Center for New Theatre Total	FY2013 Robina Projected	FY2013 Other Sources Projected	FY2013 Center for New Theatre Total	FY2014 Robina Projected	FY2014 Other Sources Projected	FY2014 Center for New Theatre Total	FY2015 Robina Projected	FY2015 Other Sources Projected	FY2015 Center for New Theatre Total	FY2016 Robina Projected	FY2016 Other Sources Projected	FY2016 Center for New Theatre Total	FY2017 Robina Projected	FY2017 Other Sources Projected	FY2017 Center for New Theatre Total
Income																		
1. Robina Endowment Income ¹			-	787,500		787,500	793,170		793,170	800,300		800,300	817,800		817,800	835,600		835,600
2. Robina Operating Support				276,500		276,500	305,030		305,030	332,840		332,840	354,220		354,220	327,260		327,260
3. Use of Interest from Robina Operating Support Bonds																		
4. Current Robina Grant and Enhancement Fund	950,000		950,000	60,000		60,000	100,000		100,000	100,000		100,000	100,000		100,000	100,000		100,000
5. Match: Non-Robina Endowment Income and Current Use Funds ²		486,400	486,400		514,200	514,200		507,700	507,700		520,400	520,400		587,300	587,300		644,900	644,900
Grand Total Income	950,000	486,400	1,436,400	1,124,000	514,200	1,638,200	1,198,200	507,700	1,705,900	1,233,140	520,400	1,753,540	1,272,020	587,300	1,859,320	1,262,860	644,900	1,907,760
Expenses																		
6. Literary Manager & Artistic Associate Salary & Benefits ³	129,800		129,800	154,400		154,400	161,700		161,700	168,400		168,400	175,300		175,300	182,500		182,500
7. Commissions	200,000		200,000	204,000		204,000	208,100		208,100	214,400		214,400	220,900		220,900	227,600		227,600
8. Workshops, Residencies and Retreats	75,000	14,400	89,400	76,500	14,700	91,200	78,000	15,000	93,000	80,300	15,500	95,800	82,700	16,000	98,700	85,200	16,500	101,700
9. Production Expenses	450,200	200,000	650,200	474,100	200,000	674,100	492,300	200,000	692,300	507,200	200,000	707,200	525,400	253,900	779,300	494,800	297,900	792,700
10. Enhancement Support			-	60,000		60,000	100,000		100,000	100,000		100,000	100,000		100,000	100,000		100,000
11. Yale Institute for Music Theatre			-	155,000		155,000	158,100		158,100	162,840		162,840	167,720		167,720	172,760		172,760
12. YSD Playwriting Lecturers ³		68,300	68,300		69,700	69,700		73,000	73,000		76,100	76,100		79,200	79,200		82,500	82,500
13. YSD Key Staff Time ³		203,700	203,700		209,800	209,800		219,700	219,700		228,800	228,800		238,200	238,200		248,000	248,000
14. Program Review			-		20,000	20,000			-			-			-			-
15. Robina Indirect Costs ⁴	95,000		95,000			-			-			-			-			-
Grand Total Expenses	950,000	486,400	1,436,400	1,124,000	514,200	1,638,200	1,198,200	507,700	1,705,900	1,233,140	520,400	1,753,540	1,272,020	587,300	1,859,320	1,262,860	644,900	1,907,760

Binger Center for New Theatre

One-Year Proposed Gift Payment Schedule and Budget

PROPOSED GIFT SCHEDULE		FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
1. Robina Endowment Gift							15,000,000
2. Robina Operating Gift							3,000,000
Total Annual Gift							18,000,000

Yale Endowment Match - Fundraising Goal		1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	7,500,000
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	FY2018 Robina Projected	FY2018 Other Sources Projected	FY2018 Center for New Theatre Total	FY2019 Robina Projected	FY2019 Other Sources Projected	FY2019 Center for New Theatre Total	FY2020 Robina Projected	FY2020 Other Sources Projected	FY2020 Center for New Theatre Total	FY2021 Robina Projected	FY2021 Other Sources Projected	FY2021 Center for New Theatre Total	FY2022 Robina Projected	FY2022 Other Sources Projected	FY2022 Center for New Theatre Total
Income															
1. Robina Endowment Income ¹	853,900		853,900	872,500		872,500	891,500		891,500	911,000		911,000	930,800		930,800
2. Robina Operating Support	301,840		301,840	352,780		352,780	330,680		330,680	310,140		310,140	108,710		108,710
3. Use of Interest from Robina Operating Support Bonds													189,090		
4. Current Robina Grant and Enhancement Fund	100,000		100,000			-			-			-			-
5. Match: Non-Robina Endowment Income and Current Use Funds ²		769,200	769,200		850,200	850,200		933,400	933,400		1,018,400	1,018,400		1,080,200	1,080,200
Grand Total Income	1,255,740	769,200	2,024,940	1,225,280	850,200	2,075,480	1,222,180	933,400	2,155,580	1,221,140	1,018,400	2,239,540	1,228,600	1,080,200	2,308,800
Expenses															
6. Literary Manager & Artistic Associate Salary & Benefits ³	190,000		190,000	197,800		197,800	205,900		205,900	214,400		214,400	223,200		223,200
7. Commissions	234,400		234,400	241,200		241,200	248,500		248,500	256,000		256,000	263,700		263,700
8. Workshops, Residencies and Retreats	87,800	17,000	104,800	90,400	17,500	107,900	93,100	18,000	111,100	95,900	18,500	114,400	98,800	19,000	117,800
9. Production Expenses	465,600	383,100	848,700	437,600	474,400	912,000	410,900	542,300	953,200	385,400	611,400	996,800	367,600	656,700	1,024,300
10. Enhancement Support	100,000		100,000	75,000		75,000	75,000		75,000	75,000		75,000	75,000		75,000
11. Yale Institute for Music Theatre	177,940		177,940	183,280		183,280	188,780		188,780	194,440		194,440	200,300		200,300
12. YSD Playwriting Lecturers ³		85,900	85,900		89,400	89,400		93,100	93,100		97,000	97,000		101,000	101,000
13. YSD Key Staff Time ³		258,200	258,200		268,900	268,900		280,000	280,000		291,500	291,500		303,500	303,500
14. Program Review		25,000	25,000			-			-			-			-
15. Robina Indirect Costs ⁴			-			-			-			-			-
Grand Total Expenses	1,255,740	769,200	2,024,940	1,225,280	850,200	2,075,480	1,222,180	933,400	2,155,580	1,221,140	1,018,400	2,239,540	1,228,600	1,080,200	2,308,800

Yale Law School and Thomson Reuters Announce Establishment of Thomson Reuters Initiative at the Yale Information Society Project

IN SEPTEMBER, the Law School and Thomson Reuters announced the establishment of the Thomson Reuters Initiative on Law and Technology at the Yale Information Society Project (ISP), which will foster research and intellectual community in the burgeoning area of information law. The initiative is made possible by a generous grant from Thomson Reuters.

Administered by the ISP, the initiative includes the selection of two Thomson Reuters fellows—Adam Cohen and Bryan Choi—who will work closely with Yale faculty and staff studying cutting-edge issues at the intersection of law, technology and media; funding for workshops, a speaker series, and a conference focusing on these issues; and support for the leadership of the ISP.

"We face a world that is just beginning to realize the potential impact of information law and policy," said Yale Law School Dean Robert C. Post '77. "Thomson Reuters has given the Yale ISP the ability to remain at the forefront of these important discussions. We are thrilled with the opportunities this grant presents."

"As the leading provider of legal research, critical news, information and software to legal professionals, this initiative provides Thomson Reuters an opportunity to engage with innovative thinkers to continue providing the best ideas and insights on the implications of law and technology to the global legal commu-



Woodrow Hartzog was one of several guest lecturers who have taken part in the new Thomson Reuters Speaker Series on Information Law and Information Policy.

nity," said Thomas H. Glocer '84, then chief executive officer of Thomson Reuters. "By partnering with the Yale Information Society Project, a recognized center for thought leadership on these issues, we can continue to advance the discussion and spark ideas for combining technology and media in promoting justice and the rule of law."

Another important component of the initiative is the Thomson Reuters ISP Speaker Series on Information Law and Information Policy, which features leading experts in the field. The ISP is also convening weekly for "ideas lunches," and in the spring will host a cutting-edge conference on new issues facing information law.

For more information, visit www.law.yale.edu/isp.

Robina Foundation Renews Support for the Robina Human Rights Fellowship Initiative

THE ROBINA FOUNDATION recently announced their intention to renew support of the Robina Foundation Human Rights Fellowship Initiative at Yale Law School through a grant of \$3,000,000 that will occur from 2012 through 2015. Originally established in 2008, the Robina Initiative contributes to the work of human rights leaders at all stages of their career: from first-year law students; to recent law school graduates; to senior human rights scholars and practitioners. The goal of the Robina Initiative is to foster a growing network of leaders who are passionate and committed to human rights work. In unison with the Orville H. Schell, Jr. Center for International Human Rights, the Robina Initiative works to leverage the robust international human rights community that exists at the Law School.

The Robina Initiative supports four types of Robina scholarships and fellowships that are critical to the continued strength of the human rights program at the Yale Law School: Robina Human Rights JD Scholarships; Kirby Simon Summer Human Rights Fellowships; Robina Post-Graduate Human Rights Fellowships; and Robina Visiting Human Rights Fellowships.

The Robina Initiative provides individuals with the opportunity to engage in enriching and illuminating experiences that reinforce paths toward public service that promote human rights and justice. This new grant will perpetuate an outstanding program that attracts some of the world's best and brightest human rights practitioners and scholars and encourages their work toward the advancement of human rights.

For more information, visit www.law.yale.edu/schell.

To learn more about Giving to Yale Law School, visit www.law.yale.edu/givetoyls/



Yale Law School

KATHERINE R. NORTON
Associate Director of Development

April 25, 2012

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

Dear Penny:

On behalf of Yale Law School, let me thank you and the Robina Foundation for your grant in support of the Robina Foundation Human Rights Fellowship Initiative at Yale Law School. I am delighted to provide this report outlining the many fellowships and scholarships that were awarded during the fourth year of the Robina Initiative. I hope that you will be pleased to know that the Robina Initiative has had a wonderful effect on the intellectual life of the School, enabling us to increase our capacity to advance human rights.

I. PROGRAMMATIC GOALS AND OBJECTIVES

The Robina Human Rights Fellowship Initiative provides annual support for the following components:

- A. *Robina Human Rights JD Scholarships* for 15-20 students interested in studying and pursuing careers in human rights;
- B. *Robina Summer Human Rights Fellowships* for 30-40 students interested in spending the summer doing human rights work;
- C. *Robina Post-Graduate Fellowships* for three emerging professionals interested in entering the human rights field;
- D. *Robina Visiting Human Rights Fellowships* for human rights professionals or scholars who will teach, write, conduct research, or lecture at the Law School or participate in the Law School's legal clinics and centers, and who will generally inspire future generations of international lawyers, judges, and scholars;
- E. *Robina Human Rights Coordinator*, who will help facilitate the day-to-day activities of the Robina Initiative and assess the Initiative's impact;

- F. *Human Rights Clinical Education Innovation and Field Missions* for the development of new ventures in human rights clinical education or human rights field missions for the Allard K. Lowenstein International Human Rights Law Clinic or other human-rights related clinical courses; and
- G. *Outreach* for fostering networking among Robina Fellows and Scholars and conducting Schell Center outreach activities, including co-sponsoring human rights events with other schools and departments at Yale University and externally (these are part of the funds for Clerical and Associated Expenses, as approved by the Robina Foundation last year).

Additional goals of the Robina Initiative, which are in alignment with the goals of the overall plan for the human rights program at Yale Law School, include:

- Creating opportunities for Robina Scholars and Fellows to share ideas and experiences relating to human rights, work with each other on scholarship and practical research and projects, and make use of existing networks both at Yale and within the field broadly;
- Continuing to develop opportunities for students and faculty members to create and participate in new and innovative human rights projects through coursework, hands-on field work, and student activities;
- Encouraging new scholarship that will contribute to existing knowledge and advance new ideas in human rights;
- Provide support and encouragement for students and emerging scholars and practitioners to continue to pursue human rights work, either domestically or internationally;
- Utilizing the new human rights database to help students learn about human rights fellowships and other opportunities at organizations or in regions of interest;
- Enhancing the Schell Center's ability to conduct outreach and cooperate with other schools, departments and centers at Yale University and with external organizations to organize an increasingly diverse array of human rights events, including more events with interdisciplinary perspectives; and
- Producing an annual assessment of the Robina Initiative by continuing to document and survey the experiences of Robina Visiting Fellows, Summer Fellows and JD Scholars, as well as beginning to track the post-law-school career paths of our graduates who have benefited from these programs.

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II. PROGRESS TOWARD GOALS

This report will initially address our success at carrying out each of the programmatic components of the program and then will address our progress toward the goals outlined above.

A. *Robina Human Rights JD Scholarships*

Financial aid is one of Yale Law School's highest funding priorities. Each year, the Law School spends approximately \$8 million on grant-based scholarship support to current

students (and, if we include also the cost of our loan forgiveness program, COAP, this figure rises to \$12 million). Roughly, 75 percent of our current JD students receive some form of financial assistance; 60 percent of these students receive grant-based aid in the average amount of \$22,000. The support provided by the *Robina Human Rights JD Scholarships* helps to preserve our need-blind admissions process—which enables us to continue to make admissions decisions regardless of students' financial ability—while also sustaining the diversity of our incoming classes.

We are pleased to report that during the 2011-12 academic year, we provided *Robina Human Rights JD Scholarships* to 11 JD students interested in studying human rights and potentially pursuing careers in this field. The average amount of support provided to each student by the Robina Human Rights JD Scholarships was \$23,200; the highest scholarship amount was \$33,675 and the lowest was \$7,875. The students who received the Robina Human Rights JD Scholarships are: Pouneh Aravand '12, Tessa Bialek '13, Sarah El-Ghazaly '12, Henry George '13, Julie Hunter '13, Shari Inniss-Grant '12, Stephanie Keene '12, Paul Linden-Retek '12, Tasha Manoranjan '12, and Sirine Shebaya '12. Please find in the attached addendum a set of short biographies of these students.

The backgrounds of the Robina Human Rights JD Scholars are quite varied: These students come from a wide array of geographic regions and educational institutions and have received an impressive number of accolades and honors, including, to name just a few, a Fulbright Scholarship, Rotary Ambassadorial Scholarship, the Founders' Day Award at New York University, and the Thomas T. Hoopes Prize for outstanding scholarly work at Harvard University, the prize for the best African American Studies senior thesis at Princeton University, and the Greenwall Fellowship in Bioethics and Health Policy at John Hopkins University's Berman Institute of Bioethics. Equally remarkable are the many activities that these students have embarked upon during their law school experience that are related to human rights and international law. Please find below a list of just a few examples of the organizations in which these students are involved:

- Immigration Legal Services Clinic
- Worker and Immigrant Rights Advocacy Clinic
- Lowenstein International Human Rights Clinic
- LGBT Litigation Clinic
- Transnational Development Law Clinic
- Temporary Restraining Order Project
- Criminal Defense Project
- Initiative for Public Interest Law at Yale
- Extraordinary Chambers in the Courts of Cambodia Project
- Women of Color Collective
- Black Law Students Association
- OutLaws
- Yale Visual Law Project
- American Constitution Society
- South Asian Law Students Association

- Iraqi Refugee Assistance Project
- *Yale Human Rights and Development Law Journal*
- *Yale Journal of International Law*

The Robina Human Rights JD Scholars make up an important part of the community of students at the Law School who share an impassioned interest in the public good and in human rights in particular. We are very thankful for the Robina Foundation's support of this outstanding cohort of scholars and friends.

B. Summer Human Rights Fellowships

Each year, the Schell Center receives a large number of applications from students interested in spending their first or second law school summers working in human rights positions. The opportunity for students to participate in summer human rights work is invaluable and provides an excellent complement to students' research and studies in the academic year. The fellowships enable students who are interested in pursuing careers in human rights to "test out" this work and see whether it fits well with their aspirations. Many of the students who participate in this program attest that the time spent as a summer human rights fellow was one of the highlights of their law school experience.

As the Robina Foundation is aware, these fellowships are currently entitled the *Kirby Simon Summer Fellows, Supported by the Robina Foundation* in order both to acknowledge the Robina Foundation's generous support and to continue to honor Kirby Simon, the son of Professor John Simon—a Foreign Service officer who died in 1995 while serving in Taiwan—for whom these fellowships were originally named.

We are pleased to report that through the support of the Robina Foundation, we were able to provide opportunities for 41 students to pursue fellowships in human rights during the summer of 2011. The 2011 summer human rights fellows were comprised of 32 students from the Class of 2013, 8 students from the Class of 2012, and 1 student who was originally in the Class of 2011. The average combined stipend and travel grant provided to each student was \$4,963, with a low of \$1,600 and a high of \$6,920. Just a few of the organizations that these fellows worked for include the Supreme Court of India, the Documentation Center of Cambodia, the European Court of Human Rights, the International Criminal Tribunal for Rwanda, the Special Tribunal for Lebanon, the Uganda Rural Fund, and the United Nations High Commissioner for Refugees. Please find in the attached addendum a list of the names of students who received fellowships, as well as their brief biographies and descriptions of summer projects.

C. Robina Foundation Post-Graduate Fellowships

The *Robina Foundation Post-Graduate Fellowships* provide an important opportunity for recent graduates to spend a year working in judicial and other governmental and intergovernmental entities or conducting independent human rights research. The Robina Post-Graduate Fellowships are distinct from and complementary to the Robert L. Bernstein Fellowships, also offered by the Orville H. Schell, Jr. Center for International

Human Rights to graduating students or recent graduates, which focus specifically on human rights *advocacy* work. The Robina Post-Graduate Fellowships have doubled the number of Yale human rights fellowships open to our recent graduates.

As the Robina Foundation is aware, due to the timing of the initial receipt of the award notice and the timing of the academic cycle for fellowships, we were unable to use all of the funds for post-graduate fellowships during the initial year of the Robina grant. Because of the confluence of the number of outstanding fellowship applications and the excess funds left over from prior years of the grant, we were able in 2011-12 to offer Robina Foundation Post-Graduate Fellowships to six individuals: Amanda Aikman '08 JD; Michelle Argueta '11 JD; Clark Gard '09 JD (half a year); Nadia Lambek '10 JD; Elizabeth Nielsen '11 JD (half year); and Catherine Rivkin '11 JD. Please find the biographies of these students in the attached addendum. Here are brief descriptions of their fellowships.

Amanda Aikman '08 JD is spending her fellowship year in Geneva working in a unit of the International Labor Organization that focuses on combating forced labor. Amanda is supporting the development of training materials for law enforcement practitioners investigating and prosecuting forced-labor violations, and she is examining the legal issues surrounding the protection of domestic workers in light of the adoption of the Convention on Domestic Workers in June 2011 at the 100th session of the International Labor Conference.

Michelle Argueta '11 JD—who was a summer human rights fellow in 2009 and 2010—is spending six months working in the Appeals Chamber of the International Criminal Tribunal for Rwanda and six months at the Office of the Prosecutor of the International Criminal Tribunal for the Former Yugoslavia. Michelle wrote:

As a recent law graduate, it is a unique opportunity to be involved in drafting judgments in international criminal trials. Given the strict requirements for employment in most international tribunals, this experience was only made possible because of the support provided by the Robina Foundation. Through the Robina Fellowship, I have had the opportunity to further my knowledge and understanding of international criminal law, gain an insight into the inner workings of the Appeals Chamber, and analyze party submissions with impartiality. At the same time, with the support from Robina, I have been involved in exciting work at the Office of the Prosecutor and learned about international law from the perspective of an advocate. Through its generous support, the Robina Foundation is creating a community of Yale Law School alumni interested in and committed to international law as well as to mentoring the next generation of fellows coming into the field.

Clark Gard '09 JD—who was a Robina Human Rights JD Scholar in 2008-09—spent six months clerking in the office of the Chief Justice of the Constitutional Court of South Africa. As a foreign research clerk in the Office of the Chief Justice, Clark assisted the

Chief Justice in his dual capacity as both the head of the Constitutional Court and the head of the South African judiciary.

Clark's responsibilities included drafting memoranda assessing the merits of new applications to the Court, reviewing submissions made by parties to disputes that were set down for hearing, attending oral arguments, and assisting in the drafting of judgments and orders of the Court. Clark assisted the Chief Justice in his capacity as head of the judiciary by coordinating the Chief Justice's work leading the Judicial Service Commission (responsible for appointing candidates to the bench and reviewing complaints against judges) and preparing policy papers and research memoranda looking into the structure and function of the judiciary, which is undergoing significant reform aimed at increasing the administrative independence of the judicial branch.

Because of his background in international human rights law, Clark was considered one of the "resident experts" with whom to consult both for judgments that involved the interpretation of international human rights norms and for speeches and other public statements the Chief Justice made on international human rights issues. Being asked to consult on matters of economic, social, and cultural rights, as well as treaty interpretation, the rights and welfare of children, and a number of other international human rights law issues allowed Clark to make unique contributions to the Constitutional Court as a direct result of his background in international human rights law.

Nadia Lambek '10 JD was a summer human rights fellow in 2008 and 2009. She is spending her fellowship year working with the UN Special Rapporteur on the Right to Food. She is addressing allegations of individual violations of the right to food and has organized a consultation on access to food in eastern and southern Africa. These projects share an emphasis on addressing the marginalization of communities most often affected by broken food systems, on adopting the principles of food sovereignty, and on liaising with local partners and food producers to build national and international strategies.

Elizabeth Nielsen '11 JD—who was a summer human rights fellow in 2009—recently began a six-month fellowship working in the Office of the Prosecutor at the International Criminal Tribunal for the Former Yugoslavia. While there, she is assisting trial attorneys with litigation-related tasks, such as preparing chief and cross-examinations, proofing witnesses, drafting motions and briefs, and preparing evidence. She is also performing research on comparative and international criminal law issues. Elizabeth wrote:

Catherine (Katie) Rivkin '11 JD—who was a summer human rights fellow in 2009—is spending her Robina Fellowship year in The Hague, clerking for Judge Theodor Meron, the President of the International Criminal Tribunal for the Former Yugoslavia. Katie wrote:

I have felt extremely fortunate to spend my fellowship year working for and learning from Judge Theodor Meron, who is an inspired international jurist and a dedicated mentor, and his team of legal officers, all brilliant lawyers, including, in particular, fellow Yale Law School graduates

Alexandros Zervos '05 JD and Willow Crystal '02 JD. In the ICTY President's office, it has been particularly thrilling to draft sections of appeals judgments and decisions involving issues of first impression before the Appeals Chamber, and to engage daily with various aspects of substantive international criminal, human rights, and humanitarian law. The experience has also provided enlightening insight into the role that international criminal law—and international criminal courts, in particular—can play in broader diplomatic and foreign relations.

D. Robina Foundation Visiting Human Rights Fellowships

We appointed Or Bassok '07 LLM, Eugene Garver, Lucas Guttentag, and Luke Norris '11 JD as *Robina Foundation Visiting Human Right Fellows* during the 2011-12 academic year. The following paragraphs describe their backgrounds and activities over the course of their fellowship periods.

Or Bassok '07 LLM was a 2011-12 Robina Foundation Visiting Human Rights Fellow and a JSD candidate. Or's fields of interest are constitutional law, constitutional theory and criminal procedure with particular emphasis on institutional legitimacy, constitutional identity, human rights, and comparative constitutional law. His recent articles examine the relations between the sociological legitimacy of the American Supreme Court and its normative legitimacy; originalism as a method of esoteric writing; and the effects of media coverage on the sociological legitimacy of the Israeli Supreme Court. He earned his LLM from Yale Law School in 2007, where he was a Fulbright Scholar.

Before coming to the Law School, Or served as a defense attorney in the Israeli Defense Forces, where he defended soldiers before military courts and the Israeli Supreme Court. His last case before the Israeli Supreme Court dealt with the evidentiary meaning of defendant's failure to testify in trial (*Milstein v. Chief Military Prosecutor*).

As a Robina Fellow, Or is currently researching human rights issues as part of the Schell Center's 2025 Human Rights Project (out of which a book will be published). Or was selected as a Robina Fellow specifically to carry out this book project of the Schell Center. The book is developed around the following ideas, which Or describes below:

Human rights are so dominant in current western culture that they seem a natural part of the world. Yet human-rights talk emerged only during the 1970s. The discourse of rights may thus change considerably in the coming decades. The book is aimed to trigger discussion on such possible changes.

My work so far was to research different topics in order to map the fields in which substantial changes in the human rights regimes are most probable. In the following, I will survey some of the topics we think will serve as chapters in the book (each chapter will contain 3 essays).

The first chapter will try to offer a broad picture of the effects of rights-talk since its rise to dominance and to suggest insights on the future of this dialect. Next, the book will offer an examination of human rights in a cosmopolitan world. Currently, human rights are very much connected to national citizenship. Yet, in a cosmopolitan world such a connection will be severed and human rights may be transformed significantly as a result. For example, if the EU can serve as an indication for a cosmopolitan-world, the right to democratic participation may be eroded as bureaucratic mechanisms accumulate more and more power without accountability to "the people." Last, cyberspace will continue to be a realm that has great impact on the development of human rights. The Internet has a great potential to promote democratization of politics by recruiting previously inactive citizens into political participation and redistributing political influence.

Or is also writing his JSD dissertation, which focuses on an examination of the decline of American constitutional law.

Eugene Garver is an Associate Research Scholar in Law, Robina Foundation Visiting Human Rights Fellow, and Visiting Lecturer in Law at Yale Law School. He is also Regents Professor of Philosophy and Professor Emeritus at Saint John's University in Collegeville, Minnesota, as well as an adjunct professor in the department of philosophy at the University of Minnesota. His books include *Confronting Aristotle's Ethics: Ancient and Modern Morality* and the forthcoming, *Living Well and Living Together: Aristotle's Politics*. He holds AB and PhD degrees from the University of Chicago.

During the Spring 2012 semester, Professor Garver co-taught, with Professors Paul Kahn and Bryan Garsten, a course entitled, *Persuasion and Politics*. A description of the course, as excerpted from the *Yale Law School 2011-12 Bulletin*, follows.

Persuasion and Politics: A study of select philosophical writings from the history of political thought on the topic of persuasive speech and how it fits into different sorts of political systems, touching on questions about the nature of practical judgment, the roots and character of liberal theory, and the relations between religious, political and philosophical modes of thinking and argument. Texts to include works by Aristotle, Spinoza and Hobbes, as well as recent books grappling with these issues. Seeking an interdisciplinary approach, the instructors include professors of law, political science and philosophy.

In addition to teaching, Eugene spent much of his time learning as much as possible, primarily by attending numerous events and workshops series, such as the regular Human Rights Workshops hosted by the Schell Center, the weekly Political Theory workshop at Yale Law School, a Greek Philosophy group, and other events.

Eugene also travelled to one conference and gave one paper. The paper, "Plato's *Crito* and Holmes' Bad Man," was presented at the annual meeting of the

Association for the Study of Law, Culture and Humanities. The paper concerns capital punishment, civil disobedience, and the place of persuasion and argument in a culture of obedience. It will appear in the next issue of *Polis*, the principal journal for the study of ancient politics. Eugene also published another paper which he delivered last fall: "The Way We Live Now: Rhetorical Persuasion and Democratic Conversation," just appeared in *Mercer University Law Review*. In his spare time, he has been singing with the Yale Camarata, a vocal ensemble sponsored by the Yale Institute for Sacred Music, and training with the Yale Triathlon Club.

Lucas Guttentag is the Robina Foundation Distinguished Senior Fellow in Residence, Senior Research Scholar, and Lecturer in Law at Yale Law School. He is the founding Director of the Immigrants' Rights Project of the American Civil Liberties Union Foundation. Guttentag has litigated class action and constitutional cases to advance the legal rights of immigrants and refugees in federal courts throughout the United States, including in the Supreme Court, for more than twenty-five years. He has taught at the University of California at Berkeley (Boalt Hall), Stanford, and Columbia Law Schools. He received a BA from the University of California-Berkeley and a JD from Harvard Law School.

Professor Guttentag spent the fall semester at Yale Law School as a Robina Foundation Human Rights Fellow. He taught two courses entitled, *Advanced Immigration and Migration Topics* and *Immigration Law, Policy and Constitutional Rights*. Below are descriptions of the courses, as excerpted from the *2011-12 Yale Law School Bulletin*.

Advanced Immigration and Migration Topics: This course is an advanced seminar for students with a solid foundation in immigration law—based on prior coursework, significant clinical fieldwork or academic study—who want to engage in deeper examination of some selected topics in immigration and migration from a theoretical, comparative and practice perspective. The seminar may explore such issues as: competing normative and legal questions regarding regularization of undocumented immigrants; the intersection of criminal and immigration law; contested areas in refugee and asylum protection; questions of fairness and efficiency in the immigration court and adjudication system; citizenship and membership principles; border and interior enforcement policies; and others. The topics selected for the semester will reflect student interest and research. Where possible, guest speakers will be invited. Each student, working individually or as part of a team and in collaboration with the professor, will be responsible for developing one topic and related readings for one seminar session.

Immigration Law, Policy and Constitutional Rights: This course will provide a foundation in immigration law and the constitutional principles governing admission and regulation of non-citizens as the basis for exploring some selected current topics in immigrants' rights and the normative values informing contemporary policies. The course will draw on the instructor's involvement in many current issues and his twenty-five

years' experience litigating constitutional and civil rights cases on behalf of non-citizens in federal courts nationwide, including in the Supreme Court, as director of the ACLU's national program on immigrants' rights. In addition to an overview of the immigration system and constitutional principles, we will cover topics such as the following (depending on student interest and current developments): detention of immigrants; federal immigration enforcement; state and local power to enact immigration laws; discrimination based on 'alienage;' access to the courts for non-citizens; criminal-immigration issues; asylum and refugee protections; workplace rights of undocumented workers; extraterritorial application of the Constitution; and possible congressional 'comprehensive immigration reform'. Insofar as possible, guest speakers representing varying views will be invited to address areas of expertise.

In addition to teaching the above courses, Guttentag also participated in a number of other human rights activities at Yale Law School and elsewhere. Since January 2012, Lucas has given 22 lectures and presentations at venues such as the ACLU National Conference, the Immigration Policy Center, the American Immigration Lawyers Association's National Conference, and universities such as Stanford, Harvard and many others. At Yale Law School, Lucas has continued to oversee the Immigration Theory and Practice Workshop, which students have organized under his guidance since 2008.

In addition to teaching and working with students to facilitate the Immigration Theory and Practice Workshop, Lucas invited the additional individuals to give talks or lectures at the Law School during the Fall 2011 semester:

- Monica Ramirez, Department of Justice, Office of Deputy Attorney General
- Paul Smith, Jenner & Block on LGBT litigation
- Paul Virtue, Baker & McKenzie, who formerly worked as the General Counsel for the US Immigration and Naturalization Service
- Juan Osuna, Department of Justice, Director of Executive for Office Immigration Reform
- David Rudovsky, University of Pennsylvania and Kairys, Rudovsky, Messing & Feinberg

In December 2011, through the support of the Ford Foundation, Lucas facilitated an inaugural meeting of the Yale National Immigration Litigation Roundtable. The two-day event included approximately 30 leading immigration litigators from NGOs and the private sector; the goal of the conference was to develop future strategic priorities for the group. The outcomes from first convening included sharing of information and potential new ideas; developing a model for in-depth discussion of selected issues in immigration; identifying strategic litigation opportunities and needs; and developing ideas for how to structure future sessions. There was a high interest and commitment from members of the convening to meet regularly.

Lucas is currently advising and consulting with national civil rights organizations on the case challenging the Arizona SB1070 law (Supreme Court case *Arizona v. United States*). He is also working on a casebook entitled *Immigration Law and Immigrants' Rights* (Aspen Publisher) (with Ira Kurzban and Irwin Stotzky).

Luke Norris '11 JD spent his fellowship period conducting academic research on workers and human rights. Over the course of the year, Luke completed a long paper providing an account of the development of the regime of corporate codes of conduct and examining the extent to which the commitments that are made in codes can be kept. (The paper is a descriptive account of how corporate codes have developed and a normative account of the extent to which these codes commit corporate actors). In addition, his research has branched out more generally into exploring how workers' rights have evolved in domestic contexts, especially in the context of the United States during the New Deal. Luke has drafted two papers on the development of American labor and work law.

Human Rights Fellowship?

In addition to this scholarly work, Luke has consistently attended the Faculty Workshops and the Legal Theory Workshops, both of which present new scholarship from law and other humanities and social sciences disciplines. On April 18, Luke gave a lecture entitled, "Work Itself" at the TEDx conference at Gettysburg College. Luke will be clerking next year for Judge Sack on the 2nd Circuit and for Judge Guido Calabresi the following year.

E. Robina Human Rights Coordinator

As the Robina Foundation is aware, Katherine (Katy) Lawder began her position as the Robina Foundation Human Rights Fellowship Initiative Coordinator in September 2010. In her role as the Robina Foundation Human Rights Coordinator, Katy coordinates the day-to-day activities of the Robina Initiative; helps to organize lectures, panels and other events involving Robina Fellows and Robina Summer Human Rights Fellows; designs and implements assessment tools to evaluate the Initiative's impact; and collaborates with the Schell Center's Director, Jim Silk, to conduct further outreach to students in other parts of the university to increase their involvement in the Law School's human rights programs.

During her initial year in this position, 2010-11, Katy helped to design and create a set of evaluation tools to measure the impact of the Robina Initiative. She subsequently utilized these tools to gather data and conduct interviews with the Robina Scholars and Fellows. She developed the results into a comprehensive evaluation of the Robina Human Rights Initiative over the course of its initial three years. Katy also helped to develop a new database to document previous and future students' international human rights activities at the Law School.

To this end, the Schell Center's International Human Rights Student Database includes more than 1,000 individuals who have participated in various international human rights classes, clinics and programs, going as far back as 1985. Because most students participated in more than one activity, there are more than 2,000 entries, all of which can be filtered and grouped in many different ways. The goal of the database is to assist

students in seeking alumni who have conducted human rights work in countries or subject areas in which students are interested as well as expand the potential of the Law School's network of human rights scholars and practitioners who can share with each other and with current and future students their experiences and skills.

- * Alumni Weekend's timing—on November 4-6, which occurred just after Katy completed a first version of the database—and theme, "Human Rights in a Turbulent World," were fortuitous in that Katy was able to use the human rights database to send electronic invitations to former "human rights" alumni of the Law School to inform them about the weekend's events and extend a special invitation to an evening reception the Schell Center hosted in its offices. The reception was attended by many alumni and current students; it was a highlight of the weekend and could not have been accomplished without the database as a tool for outreach.

Since that time, Katy has continued to make adjustments to the human rights database in order to make it the most useful for the human rights program and current and former students. Katy has been working on the database's migration from Excel to an Access structure, with input and assistance from the Law School's information technology department. Because of the vast number of individuals included in the database, many of whom participated in multiple human rights activities, the Excel format was not robust or flexible enough to suit the Schell Center's needs. Katy is working to overcome the various technical obstacles that accompany the transfer of data from one system to another. The Access version will include contact information for former students in the database, which we expect will be helpful in enabling us to move forward on other projects. We hope to use the new Access version of the database to work toward more direct and interactive communication with the human rights alumni network, including the possibility of developing a Schell Center "newsletter" tailored to students and alumni.

In addition to her work on the database, Katy has devoted time to creating a new Yale Human Rights Resource Guide. The guide is designed to provide a comprehensive listing of courses, faculty, and organizations involved in human rights-related research or activities throughout Yale University. The guide is tailored to enable faculty who work in the area of human rights at Yale Law School and Yale University to develop connections more easily with one another; it will also serve as a resource to students who are interested in enrolling in courses in various academic programs and centers. The Yale Human Rights Resource Guide is an important effort because there are a number of different centers, programs, classes and research projects throughout the university with significant human rights content. Human rights-related courses can be found in a number of the professional schools, including the School of Medicine's Department of Epidemiology and Public Health, the Divinity School, the School of Management, and the School of Forestry and Environmental Studies, as well as in many graduate school departments, such as African Studies and Political Science. There are also a number of centers and programs that offer opportunities for information sharing and synergy. The Schell Center already coordinates with many of these entities and, building on this research, will be in a position to do so even more in the future.

Katy has also worked on the annual Assessment of the Robina Human Rights Initiative. While last year's goal was the creation of tools and the analysis of data from the program's first three years, this year's goal has been to establish and institutionalize a regular schedule of evaluation and assessment activities. Katy has fine-tuned the assessment activities this year to correspond to the progression of the academic cycle, with timelines that will allow all data, for current and previous cohorts, to be available for summary and analysis early in the summer. We are thankful for the Robina Foundation's permission to submit the assessment this summer, after much of the relevant data for the assessment will be more fully available. This will enable us to provide the Robina Foundation with a more complete and accurate assessment because it will be better aligned with the Robina Fellowship cycle and the academic year. Because this report will be an update of last year's findings, which reviewed information from the program's first three years, we expect that the 2011-12 Assessment Report will not be as comprehensive as last year's report. It will nevertheless provide helpful insight into the impact of the Robina Initiative.

G. Human Rights Clinical Education Innovation and Field Missions

Clinical experience is an essential part of students' development of the knowledge and skills necessary to be effective advocates. In light of this, we sought to develop this new component of the Robina Initiative (1) to support the costs of the Lowenstein and other human rights-related clinics to conduct field research, in order to provide students with the intensive field experience that is critical to their practical human rights education; and (2) to enable our faculty to explore and develop initiatives that renew and enrich our human rights-related clinical work.

Several important projects were funded through this new component of the Robina Initiative. Funds helped to support some of the expenses associated with field missions by students in the Lowenstein International Human Rights Clinic to Bangladesh, Sierra Leone, and Canada. They also helped to underwrite the expenses associated with the Lowenstein Clinic's field trip to New York City to attend panels at Human Rights Watch and to meet with leaders at the United States Mission to the United Nations. Finally, funds were used to enable two members of the Lowenstein Clinic faculty, Jim Silk and Allison McKinney, to attend a Human Rights Clinicians Conference hosted by Florida International University School of Law.

In January, two students from the Lowenstein Clinic (one of whom is a Robina Human Rights JD Scholar and the other of whom was a 2011 summer human rights fellow) travelled to Dhaka, Bangladesh, to present their *amicus* brief for Bangladesh's International Crimes Tribunal (ICT) to a civil-society gathering. The ICT is a national court that was established in 2010 to hold perpetrators accountable for gross human rights violations committed during the country's 1971 War of Liberation. The ICT is preparing for its first trial. The court recently announced the charges against the first defendant. Most of the charges involve alleged crimes against humanity. The Lowenstein Clinic's *amicus* brief emphasizes the importance of carefully interpreting the ICT Act's definition of crimes against humanity in conformity with international law standards. To the extent

that international tribunals have further developed the requirements for crimes against humanity within the bounds of customary international law as it existed in 1971, the brief argues, the ICT should incorporate these elaborations to ensure consistent and responsible prosecutions of international crimes. The Lowenstein Clinic team also presented its findings and recommendations on the protection of witnesses and victims. The students' participation in meetings with officials and the civil society gathering gained significant attention and provoked lively discussion.

The Lowenstein Clinic is also working with Plan UK and Plan Sierra Leone on a project to report on the ineffectiveness of laws prohibiting child marriage in Sierra Leone. The early and forced marriage of children (especially girls) endangers the health, physical safety, education, and emotional well-being of children globally. In Sierra Leone, 51 percent of women are married before they reach the age of 18, and 20 percent of women aged 20-24 were married by their 15th birthday. A complicated confluence of patriarchal customary practices, poverty, socio-economic factors, sexual abuse, and religious practices fuels the perpetuation of child marriage in countries like Sierra Leone, despite the practice being legally prohibited. There are no known reports, except a brief reference in a 2008 World Health Organization Survey, documenting barriers to ending early and forced marriage in Sierra Leone. The Lowenstein Clinic is conducting research to produce a report on this issue with the goal of providing recommendations to identify and reduce barriers to the enforcement of laws banning child marriage in Sierra Leone and to improve advocacy on this topic internationally. Students in the Lowenstein Clinic travelled to Sierra Leone this spring to conduct interviews and to gather information first-hand from civil society and other leaders and from individuals affected by child marriage. This June, the students will return to Sierra Leone to publicly release the Lowenstein Clinic's report and participate in roundtable discussions of its findings and recommendations with government officials and civil society.

The Lowenstein Clinic is also conducting work related to a truth and reconciliation process that Canada is undertaking to address the legacy of a church- and state-sponsored residential school system for Aboriginal children that operated for more than 100 years, from 1870 until the mid-1990s. During this period, the state removed children from their families and sent them to residential schools, where children were not allowed to speak their native language or follow cultural practices. Survivors and their supporters point to a number of indicators such as low academic achievement, unemployment, and high alcoholism rates among First Nation members as evidence that the damage inflicted by the residential schools to the estimated 80,000 former students and their families continues today. The Lowenstein Clinic provided an analysis of relevant international law related to the mandate of the Truth and Reconciliation Commission and conducted comparative research on how other truth commissions that have found cultural genocide have recommended this crime be addressed. Students traveled to Victoria, B.C., this spring to present their findings to a regional conference of Canada's Truth and Reconciliation Commission.

On April 13, the Lowenstein Clinic students travelled to New York City with the Clinic faculty for a field trip. They visited Human Rights Watch headquarters, where the staff organized three panels that centered on several issues that were developed by the Clinic

student directors. The panels focused on (1) the Arab Spring and its impact on Human Rights Watch work in the region and its approach to advocacy more generally; (2) the use of social media and other new media in human rights advocacy; and (3) the relationship between human rights and development. Later in the day, the Clinic visited the United States Mission to the United Nations to meet with a Yale Law School graduate who is legal adviser to the Mission and his colleague, who is responsible for the Mission's human rights portfolio. They discussed their work for the Mission and the nature of human rights-related work at UN headquarters in New York, as opposed to Geneva, where most of the human rights institutions of the United Nations are located.

Earlier this semester, Jim Silk, Clinical Professor of Law and the director of the Lowenstein Clinic, and Allison McKinney, the Cover-Lowenstein International Human Rights Fellow, travelled to Miami to participate in a Human Rights Clinicians Meeting hosted by Florida International University School of Law. More than 30 human rights clinical faculty representing human rights clinics from 25 law schools in the United States participated in the conference. Session topics included: "Trends in Human Rights Clinics," "Presentations of Cases/Projects," "Human Rights and Immigration Work," and "Hope and Community Building," which discussed questions about how to most effectively build coalitions to improve clinics' impact in the field of human rights.

This June, a student may travel to Brazil to present a Lowenstein Clinic report on the human rights and environmental effects of an enormous agricultural development project in Papua, Indonesia, at "Rio +20," the UN Conference on Sustainable Development. More information will be provided about this work at a later date, if the trip occurs this spring.

F. Outreach (also known as Clerical Support and Associated Expenses)

This year, with the Robina Foundation's permission, we expanded the potential use of funds designated for clerical support and other administrative expenses associated with implementing the Robina Initiative to include support for activities that encourage interaction and networking between Robina Scholars and Fellows and for conducting human rights outreach activities, particularly with other schools and departments at Yale University. We are pleased that by minimizing clerical and administrative costs, we have been able to devote more of the Robina Foundation grant to valuable program activities in this area.

Support from this fund was used to underwrite the travel costs associated with bringing Robina Post-Graduate Fellows back to the Law School to participate in the annual Robert L. Bernstein Symposium. As the number of Yale Law School human rights fellows grows, this annual event will become an increasingly important opportunity for Robina and other fellows to gather and share experiences and insights with each other and with current students. Funds were also used to co-sponsor two conferences: the "African Empowerment Conference," organized by the Yale Undergraduate Association for African Peace and Development, and "Between Equality and Subordination: The Politics of Legal Knowledge in Global North-South Academic Exchange," with the Leitner Center for International Law and Justice of Fordham University School of Law. Finally,

funds were used to support some of the costs associated with the Immigration Theory and Practice Workshop.

On March 30, the Schell Center hosted the annual Robert L. Bernstein International Human Rights Fellowship Symposium, which focused this year on the topic of "Human Rights and Political Change in the Arab World." The Bernstein Symposium, which is a public conference that the Schell Center organizes each year, draws scholars and practitioners to share their experience and knowledge on timely topics related to human rights. The Symposium is an opportunity for current students and alumni to gather to discuss contemporary topics in the field of human rights. As we did last year, we invited and offered to cover the travel and accommodation expenses of the new, current, and past Robina Post-Graduate Fellows to attend and participate in the conference. Several of the current and past Robina Post-Graduate Fellows attended the Symposium, including: Sam Ferguson '09, Amanda Aikman '08, Clark Gard '09, Catherine Rivkin '11, and Elizabeth Nielsen '11. In addition, the recently selected 2012-2013 Robina Post-Graduate Fellows were announced and introduced at the concluding reception (see section on "Plans for Next Year"). We plan to continue this practice in the future. More information about the conference can be found at <http://www.law.yale.edu/intellectuallife/4381.htm>. *(Please note that because this activity occurred recently, it is not yet reflected in the actual expenses of the Robina Human Rights Initiative financial report as of March 30, 2012.)*

On April 13-14, the Schell Center co-sponsored the Yale Undergraduate Association for African Peace and Development "African Empowerment Conference," which took place at Yale University. The aim of the conference was to unite like-minded youth with an interest in conflict resolution, peace, and development in Africa. Recognizing that solidarity and communal efforts of students on the continent and abroad is a necessary step for the future success of development and peace, the conference's goal was to offer students the opportunity to partake in a holistic approach to learning about these themes. The conference aimed to equip students with the necessary tools, network, and mentorship that they need to effect change. Panel topics included "Education and the African Renaissance: Developing the Next Generation of African Leaders," "Resources, Development and Peace," and "Peace and Conflict Resolution."

Also on April 14, the Schell Center hosted a conference entitled, "Between Equality and Subordination: The Politics of Legal Knowledge in Global North-South Academic Exchange," which was co-sponsored by the Schell Center and the Leitner Center for International Law and Justice at Fordham University School of Law. The conference emerged from the continuing connections between Jim Silk and former Robina Visiting Fellow Daniel Bonilla, who is currently a Visiting Professor of Law at Fordham University School of Law. The conference topic takes off from a paper that Daniel completed during his period of residence at the Law School as a Robina Fellow last spring. The goal of the conference was to understand the dynamics of the relationships between law schools of the Global North and South and analyze the origins and characteristics of the tension between equality and subordination that characterizes much of this relationship. Participants, including Jim Silk, prepared papers for the conference, and the Schell Center is seeking to have them published in a special symposium issue of a

law journal. (Please note that because this activity occurred recently, it is not yet reflected in the actual expenses of the Robina Human Rights Initiative financial report as of March 30, 2012.)

In addition, funds helped to underwrite some of the costs associated with the Immigration Theory and Human Rights Workshop, a program that was initiated at the Law School by Robina Visiting Fellow Lucas Guttentag in 2009. Since its inception, the Workshop has developed a life of its own, occurring even in semesters when Lucas is not in residence. Muneer Ahmad, a Clinical Professor of Law at Yale Law School, whose interests include immigration and transnational law, has helped to facilitate many of the Workshop events, along with many Yale Law School students. A few examples of the recent workshops include: a presentation by Wade Henderson, President of The Leadership Conference on Civil and Human Rights, on “Immigration Rights: A New Civil Rights Battle,” in which he discussed whether immigration and immigrants’ rights are civil rights issues and the impact of immigration and immigration reform on minority and low-income communities in the United States; a talk by Professor Ingrid Eagly from UCLA Law School and Jennifer Friedman from the Bronx Defenders on “Spheres of Removal: The Increasing Overlap of the Criminal Justice and Civil Immigration Systems”; and a discussion with Winnie Stachelberg from the Center for American Progress and Rachel Tiven from Immigration Equality on “LGBT Rights and the Immigrant Struggle: Strategizing Success,” in which they spoke about issues affecting LGBT non-citizens and their families.

G. Additional Outreach and Ongoing Relationships

a. Outreach. We have worked hard to continue to develop and build on existing relationships between the Law School’s human rights programs and various relevant programs at other parts of the university. The Schell Center is currently working to establish a mentorship program for Yale Law School students to provide advice and guidance to Yale College undergraduates who may be interested in applying to law school to study human rights. The Schell Center is also convening a meeting with the undergraduate groups focusing on human rights-related subjects in order to establish lines of communication between these groups and the Schell Center, to discuss ideas, and to consider potential new ways to collaborate on future events or projects.

This year, the Schell Center has hosted more than 32 human rights-related events (at least 7 of these Schell Center events were co-sponsored with other organizations). These events ranged from movie screenings followed by moderated discussions, to talks by leaders of human rights NGOs, to student panels on summer human rights fellowships. A list of some of the co-sponsored events follows:

Previous yrs?

- September 27, [co-sponsored with the Yale Environmental Law Association]: *Accountability in Development? Representing Communities on Social and Environmental Claims in World Bank Accountability Mechanisms*; Brown Bag Lunch with Kristen Genovese, Senior Attorney, International Financial Institutions Program, and Director, Law and Communities Program, Center for

International Environmental Law and Emily Joiner, Policy Program Coordinator, International Accountability Project.

- October 31, [co-sponsored with the Africa Law and Policy Association at Yale Law School and the Yale African Political Forum, African Students Association, Arab Students Association, Council on African Studies, and Undergraduate Association for African Peace and Development]: *Why Somalia is Starving and What To Do About It*; Discussion by John Prendergast, Co-Founder, Enough Project.
- November 2, [co-sponsored with the Africa Law and Policy Association at Yale Law School and the Yale African Political Forum, African Students Association, Arab Students Association, Council on African Studies, and Undergraduate Association for African Peace and Development]: *South Sudan's Success and Darfur's Failure and the Implications of the Arab Spring for Sudan*; Discussion by John Prendergast, Co-Founder, Enough Project.
- November 7, [co-sponsored with the Africa Law and Policy Association at Yale Law School and the Yale African Political Forum, African Students Association, Arab Students Association, Council on African Studies, and Undergraduate Association for African Peace and Development]: *Blood in the Mobile*; Viewing of the film with a discussion led by John Prendergast, Co-Founder, Enough Project.
- November 30, [co-sponsored with European Studies Council, Film Studies Program, Fortunoff Video Archive for Holocaust Testimonies, Genocide Studies Program, and Lillian Goldman Law Library]: *Nuremberg: Its Lesson for Today*; Viewing of the film with a discussion led by the producer.
- February 6, [co-sponsored with Latin American Speaker Series of Yale Law School and Council on Latin American & Iberian Studies, McMillan Center for International and Area Studies, Yale University]: *Challenges Governments Face in Developing and Implementing Human Rights Policies*; Discussion by Luis Zavala, Research Professor, Graduate School of Public Administration and Public Policy (EGAP), Instituto Tecnológico y de Estudios Superiores de Monterrey, Mexico, and Visiting Scholar, Council on Latin American and Iberian Studies.
- March 22, [co-sponsored with Council on Latin American and Iberian Studies, Film Studies, Comparative Literatures, Pierson College, and the New England Festival of Ibero-American Cinema: *Granito: How to Nail a Dictator*; Viewing of the Film, and discussion with the filmmakers, Pamela Yates and Paco de Onís]

b. Ongoing Relationships between Robina Scholars and Fellows and Yale Law School Alumni:

As it does every year, the Schell Center hosted two panels of summer human rights fellows talking about their summer work to inform other students about summer opportunities and to share their insights. The first session on November 8 presented a variety of summer experiences, including work on various issues on several continents. The second panel, on November 15, was entitled "Working at Institutions of Transitional Justice: A Summer Fellows Panel." A total of 50 students attended the panels, which featuring fellows speaking about their experiences at such entities as *El Centro de los Derechos del Migrante* (The Center for Migrants Rights) in Mexico, the European Court of Human Rights, and the Documentation Center of Cambodia. In addition, last September, the Law School hosted a reception for returning summer human rights fellows to share with each other the challenges and lessons of their summer experiences.

We are pleased to announce that Allison (Ali) Miller, who was a Robina Visiting Human Rights Fellow in 2011-12, has recently accepted a permanent faculty position as an Associate Scholar in the area of International Human Rights at the Law School. She will also hold the positions of Assistant Clinical Professor in the School of Public Health and Lecturer in Global Affairs at the Jackson Institute for Global Affairs. Ali is a well-known scholar and advocate who works on gender, sexuality and health issues. She previously taught at the University of California-Berkeley Law School and Columbia University, where she co-directed the Center for the Study of Human Rights. We are delighted to welcome her back to Yale.

Scarlet Kim '11 JD, Robin Rotman '09, and Arthur Plews '11—who were all summer human rights fellow in 2009—came back to the Law School for a day this year to serve as Mentors in Residence for the Law School's Career Development Office. The Mentor in Residence Program provides students an opportunity to obtain one-on-one advice from alumni who visit the law school throughout the year. Students can inquire about the mentor's current and prior employment experiences and seek advice about their own career plans. Scarlet is currently working at the New York Civil Liberties Union. Robin Rotman is Assistant General Counsel / Special Assistant to the Director at the Missouri Department of Natural Resources. Arthur Plews works at the United States Mission to the United Nations.

Finally, we were gratified to hear from Aaron Zelinski '10 JD that the work he conducted last year as a Robina Post-Graduate Fellow came to fruition. As you may recall, Aaron spent his fellowship working as a special assistant to the US Department of State Legal Adviser (and former Yale Law School Dean) Harold Koh. During his fellowship, Aaron spent considerable time working to develop a comprehensive strategy to promote the human rights of LGBT persons abroad; in December, the President and the Secretary of State announced the first-ever comprehensive push to make LGBT rights part of the United States' foreign affairs agenda. The article can be found online at: <http://www.nytimes.com/2011/12/07/world/united-states-to-use-aid-to-promote-gay-rights-abroad.html?hp> Aaron wrote, "I couldn't have been a part of this historic moment

without the generosity and support of the Robina Foundation, for which I will be forever grateful.” We look forward to receiving additional information from Robina Fellows about consequences of their fellowships in the coming years.

III. UNANTICIPATED RESULTS AND POTENTIAL CHANGES

The Robina Foundation Human Rights Fellowship Initiative continues to run smoothly. The projects and internships proposed by students interested in pursuing summer human rights fellowships are all impressively challenging and enriching, and their fellowship experiences help to shape their future activities at the Law School and beyond. The support for Robina JD Human Rights Scholars plays an invaluable role in the ability of these students to prepare for careers in human rights. Robina Post-Graduate Fellows gain important human rights experience and the often-critical first post-law-school human rights position. The Robina Initiative has also enabled us to invite an extraordinary array of visiting human rights fellows to spend time in residence at the Law School to contribute to the intellectual community and, in return, to receive invaluable guidance and feedback during their time here.

The program has been strengthened by the Robina Foundation’s flexibility in allowing us to invite to the Law School Robina Visiting Human Rights Fellows who are at different stages in their careers and who can spend different lengths of time here, depending on their busy schedules. This modest adjustment has enabled us to invite well-known leaders as well as emerging human rights scholars, who exhibit great potential but need chances to spend meaningful time to develop their ideas and scholarship. Furthermore, the Robina Initiative is helping us to develop new ideas in human rights clinical education, to have human rights clinic students travel to conduct field investigations, and to support collaborations with human rights organizations at Yale and elsewhere.

IV. PLANS FOR NEXT YEAR

We are currently in the midst of extending invitations to several outstanding scholars and practitioners to be Robina Visiting Human Rights Fellows next year. Because we are still in the midst of this process, we have not yet received formal confirmation from these fellows; we will, therefore, provide updated information about next year’s Robina Visiting Human Rights Fellows to the Robina Foundation later this summer. We do, however, expect Lucas Guttentag to stay on as a Robina Visiting Human Rights Scholar next year.

We have chosen three individuals to be the 2012-13 *Robina Foundation Post-Graduate Fellows*. They are Leah Bellshaw ’12 JD (summer human rights fellow in 2010); Colleen Gilg ’08 JD, and Josiah Pertz ’12 JD.

Leah Bellshaw ’12 JD will spend her fellowship year interning with the international criminal courts in The Hague. She has accepted a position as a legal assistant in the appellate chambers of President Theodore Meron of the International Criminal Tribunal for the Former Yugoslavia for at least part of her fellowship year (the same position Katie

Rivkin is in this year). She is waiting to hear from the International Criminal Court (ICC) Office of the Prosecutor about a position there for the rest of the year.

Colleen Gilg '08 JD will use the Robina Fellowship to work at one or more of the international criminal tribunals in the Hague. She has been informally offered a position in the Office of the Prosecutor at the International Criminal Court (ICC) and should know by June 2012 if she has been formally approved. She is also waiting to hear about possible positions in chambers at the International Criminal Tribunal for the Former Yugoslavia (ICTY). In these positions, Colleen would deal with a wide array of issues in international humanitarian law, comparative criminal law, and international criminal law.

Josiah Pertz '12 JD will spend his Robina Fellowship year in Strasbourg, France, working at the European Court of Human Rights. At Yale Law School, Josiah served as Editor of the *Yale Journal of International Law* and co-chairman of the Barristers' Union trial advocacy organization. He was a Moot Court semifinalist. Devoting a substantial portion of his coursework to international law, Josiah received a Coca-Cola World Fund Fellowship to research Costa Rica's historic referendum on the Dominican Republic-Central America-United States Free Trade Agreement. He is currently at work on a book about that election, recounting how a Nobel Laureate, an astronaut, a crocodile wrestler and two U.S. presidents came together to promote the agreement.

The Robina Foundation Human Rights Fellowship Initiative Coordinator Katy Lawder will continue in the coming year to assess the Robina Human Rights Fellowship Initiative. She will also coordinate the Initiative, help Robina Visiting Human Rights Fellows integrate successfully in the Law School community, and help the current and former fellows interact with each other and with others in the human rights field. She will continue to develop and use the human rights database and will finish the Human Rights Resource Guide.

We will continue to publicize the Robina Initiative to students through our website, email messages, wall posters, and publications (see an example of the advertising for the Robina Post-Graduate Fellowships at <http://www.law.yale.edu/intellectuallife/RobinaFellowship.htm>). To external audiences, we will continue to issue press releases announcing Robina Visiting and Post-Graduate Fellows. We will also maintain the Robina Foundation Human Rights Fellowship Initiative web pages at <http://www.law.yale.edu/Intellectuallife/RobinaFellowship.htm>.

V. FINANCIAL REPORT

In alignment with the process established last year, and in order to provide the Robina Foundation with as accurate information as possible, we have included in the table below information about the proposed budget for Year 4; the actual expenses that the Law School has incurred as of March 30, 2012; and the projected expenses that we expect to incur by the end of Year 4, which will occur on June 30, 2012. In addition, we have included information below about the cumulative grant expenses for Years 1-3 (FY 2009-11).

As the Robina Foundation may recall from last year's report, which was submitted in a similar fashion, the Law School's fiscal year takes place during the period of July 1 through June 30. Because of the timing of our fiscal year, the final annual expenses of the Robina Initiative only become fully available in the August following the end of the fiscal year, after we have had time to finalize all fiscal-year accounts. For this reason, we would like to provide a final financial report for Year 4 to the Robina Foundation in August 2012 in order to confirm or make any slight necessary adjustments to the projected expenses of Year 4, as noted below.

A. Income

Years 1-3	\$3,000,000
Year 4	\$1,000,000
Total Income	\$4,000,000

B. Expenses

	(a) Cumulative Expenses Years 1-3	(b) Proposed Annual Budget for Year 4	(c) Actual Expenses for Year 4 (as of 3/31/12)	(d) Projected Expenses for Year 4 (as of 6/30/12)
Robina Human Rights Scholarships	\$765,430	\$250,000	\$255,475	\$255,475
Robina Summer Fellowships & Travel Support	\$607,238	\$200,000	\$200,023	\$200,023
Robina Post-Graduate Fellowships (<i>Includes salary and benefits</i>)	\$270,735	\$180,000	\$192,824	\$240,185
Robina Visiting Fellows (<i>Includes salary and benefits</i>)	\$947,241	\$235,000	\$213,451	\$229,171
Robina Human Rights Coordinator (<i>Includes salary and benefits</i>)	\$126,622	\$65,000	\$52,413	\$69,907
Human Rights Clinical Education Innovation and Field Missions	N/A	\$50,000	\$16,219	\$21,219
Clerical Support & Associated Expenses	\$141,985	\$20,000	\$2,443	\$2,943
Total Expenses	\$2,859,251	\$1,000,000	\$932,849	\$1,018,923
<i>Unexpended Balance</i>	<i>\$140,749</i>			<i>\$121,827</i>

The Robina Foundation will note from the table above that there is an unexpended balance leftover from Years 1-3 of the Robina Human Rights Fellowship Initiative. As the Robina Foundation is aware, because of the timing of the award notice for the inception of the Robina Initiative and the cycle for academic fellowships, we were unable to appropriately advertise for and choose a full slate of Robina Post-Graduate Fellows during Year 1 of the grant. We have therefore kept close track of the excess funds associated with the Post-Graduate Fellowships in order to be able to use these funds in the proximate year. The total cumulative balance at the end of Year 3 was \$140,749, of which \$89,265 was specifically for the support of the Robina Post-Graduate Fellowships. In order to spend down this balance, a higher number of Post-Graduate Fellows were funded this year.

At the end of Year 4, we expect that there will be a projected unexpended balance of approximately \$121,827, of which we estimate that approximately \$29,080 will be related specifically to the Robina Post-Graduate Fellowships. We request permission to carry over these funds into next year (Year 5). Of the projected unexpended balance, we request permission to carry over the funds specifically related to Post-Graduate Fellowships to support future Robina Post-Graduate Fellowships and to use the remainder of the balance to support the different line items of the Robina Initiative, as necessary, and in accordance with the slight expense variations each year.

Explanation of Financial Report for Year 4 of the Robina Human Rights Initiative

The *Robina Human Rights JD Scholarships* include the support provided to 11 JD students chosen as 2011-12 Robina Human Rights JD Scholars.

The *Robina Summer Fellowships and Travel Support* includes all of the travel, living, and related expenses associated with providing summer support to 41 students working in human rights jobs throughout Africa, South America, the Middle East, Asia, Europe, and North America.

The *Robina Post-Graduate Fellowships* include the salary and benefits for Amanda Aikman '08 JD; Michelle Argueta '11 JD; Clark Gard '09 JD; Nadia Lambek '10 JD; Elizabeth Nielsen '11 JD; and Catherine Rivkin '11 JD as the 2011-12 *Robina Foundation Post-Graduate Fellows*.

The *Robina Visiting Human Rights Fellows* costs include the salary, benefits and associated expenses of Or Bassok '07 LLM, Eugene Garver, Lucas Guttentag, and Luke Norris '11 JD as the 2011-12 *Robina Foundation Visiting Human Rights Fellows*.

The *Robina Human Rights Coordinator* expenses reflect the salary and benefits of Katy Lawder in her role as the Robina Human Rights Coordinator. Ms. Lawder began this role in late August 2010 and will continue in the position in the coming year.

The *Clerical Support and Associated Expenses* reflect the costs of co-sponsoring a conference with the Yale Undergraduate Association for African Peace and Development

as well as some of the costs associated with the Immigration Theory and Practice Workshop. The projected June 30 expenses include also the Schell Center's share of the costs associated with the April 14 conference entitled, "Between Equality and Subordination: The Politics of Legal Knowledge in Global North-South Academic Exchange," which was co-sponsored by the Schell Center and the Leitner Center of Fordham University School of Law; and the travel costs associated with bringing Robina Post-Graduate Fellows to participate in the 2012 Robert L. Bernstein Symposium.

The *Fund for Human Rights Clinical Education Innovation and Missions* include the expenses associated with the various field missions of the Allard K. Lowenstein Clinic, described above, as well as the expenses of faculty, staff, and students associated with the Law School's human rights' programs to travel and participate in conferences and other events associated with innovation in human rights education.

VII. CONCLUSION

We are very thankful that, because of the generous support provided by the Robina Foundation, the Law School has been able to continue to invest in programs that foster the leadership skills of human rights leaders at all stages of their training. The Robina Foundation's vital support has enabled the Law School to increase the capacity of our human rights programs, in a time when other programs have had to diminish their activities.

The Law School is grateful for James Binger's foresight and commitment to improving humankind through investing in the pursuit of innovation in critical social issues such as human rights. I hope that this report adequately expresses the great impact that the Robina Foundation's gift has had upon our community, both locally and throughout the world.

Thank you again for your investment in the Robina Foundation Human Rights Fellowship Initiative at Yale Law School. Robert, Jim, and I were so pleased to have welcomed you and the Trustees to the Law School in February, and we hope to have the opportunity to meet with you again in the future. Until then, please don't hesitate to be in touch.

Warmly,



Kate Norton

cc: Robert Post, Dean
Mark LaFontaine, Associate Dean
James Silk, Clinical Professor of Law
Katy Lawder, Robina Human Rights Coordinator

ADDENDUM

A. Robina Human Rights JD Scholarships

The names of the *Robina Human Rights JD Scholarships* and their short biographies can be found below.

Glenda Aldana-Madrid, Class of 2013

Glenda Aldana-Madrid is from South Gate, CA. She was born in Guatemala. Glenda attended Harvard College, where she graduated *magna cum laude* and Phi Beta Kappa in Social Studies, with a citation in French. In college, Glenda was involved in various campus groups and worked and studied abroad in Santiago, Chile, and Paris, France. After college Glenda worked at the New York-based Human Rights Foundation (HRF), a nonprofit organization dedicated to defending civil and political rights in the Americas. There, she also worked on the Oslo Freedom Forum, an international human rights conference organized by HRF.

At Yale Law School, Glenda is interested in constitutional law and human rights law (specifically immigrants' rights and civil and political rights). During her first year, she was a member of the Immigration Legal Services Clinic, where she represented an asylum-seeking applicant. She also volunteered for the Initiative for Public Interest Law at Yale, the Temporary Restraining Order Project, the Worker and Immigrant Rights Advocacy Clinic, and the *Yale Human Rights & Development Law Journal*. She is the current Co-Chair of the Latino Law Students' Association, the Event and Networking Co-Chair of the Women of Color Collective, and a coordinator for the Immigration Theory and Practice Workshop.

Pouneh Aravand, Class of 2012

Pouneh Aravand graduated from New York University (NYU) with a BA, *summa cum laude*, in Middle Eastern Studies and Politics. While there, she received the NYU Founders' Day Award. She was also on the Gallatin Dean's Honor Society and the Dean's Honor List. She was President of the Persian Cultural Society and the Middle Eastern Cultural Celebration and was Secretary of NYU's Islamic Center. After graduation, she received a Fulbright Fellowship to spend nine months in Syria examining the interaction of international NGOs and refugee populations.

At Yale Law School, Pouneh is Co-Chair of the Women of Color Collective. She is also an Articles Editor of the *Yale Journal of International Law* and Lead Editor of the *Yale Human Rights & Development Law Journal*. She is a Legal Director for the Iraqi Refugee Assistance Project, a volunteer for the Temporary Restraining Order Project, and a participant in the Worker and Immigrant Rights Advocacy Clinic and the Criminal Defense Project.

Tessa Bialek, Class of 2013

Tessa Bialek is from East Lansing, MI. A graduate of the University of North Carolina at Chapel Hill, where she majored in Political Science, Tessa spent a year serving as an AmeriCorps VISTA in Washington, DC, before starting at Yale Law School. Tessa has participated in the Temporary Restraining Order Project, the Extraordinary Chambers in the

Courts of Cambodia Project, the Initiative for Public Interest Law at Yale, the Lowenstein International Human Rights Clinic, and the *Yale Human Rights & Development Law Journal*.

Sarah El-Ghazaly, Class of 2012

Sarah El-Ghazaly grew up in Chandler, AZ. She attended the University of Tennessee (UT), where she received a BA, *summa cum laude*, in Political Science and History. During her undergraduate years, she spent a semester studying abroad in Cairo, Egypt, and a summer studying abroad in Fez, Morocco, on a Rotary Ambassadorial Scholarship. She completed a senior thesis for the University's Chancellor's Honors Program on the subject of the heritage preservation movement in Fez. Sarah's awards at UT included being named a Ruth Stephens Scholar and a Paul Pinckney Scholar by the Political Science and History departments, respectively. The College of Arts and Sciences also recognized her as a Top Collegiate Scholar for the Class of 2008. At UT, Sarah wrote and edited *The Daily Beacon*, the university's student newspaper, where she served as the Editor-in-Chief her senior year. Prior to her arrival in New Haven, she spent a year working as a social scientist for the US Department of Treasury.

At Yale Law School, Sarah is interested in international law, human rights, poverty law, and development. She is a Submissions Editor of the *Yale Journal of International Law*, for which she also wrote a book review last spring. She spent the summer of 2010 as a human rights fellow working with the Atlanta Legal Aid Society. Ultimately, she is interested in a career that includes work in both the private and public sectors. Sarah was also a Robina JD Scholar in 2010-11.

Henry (Bola) George, Class of 2013

Henry (Bola) George grew up in The Gambia, West Africa. He is a graduate of Coe College, where he majored in Physics and Chemistry and was elected to Phi Beta Kappa. Bola's PhD work in applied physics at Harvard University focused on the investigation of surface mass transport mechanisms governing the formation of nanoscale features and materials development. Bola has worked on applying analytical frameworks to modeling of real-time physical systems, in particular, analyzing the effect of wind intermittency on electrical power stability and assessing the risk of electricity deficits and blackouts. At Yale Law School, Bola is a member of the Lowenstein International Human Rights Clinic. In the future, Henry aspired to find a career that will allow him to combine his interests in corporate law and civil/human rights.

Julie Hunter, Class of 2013

Originally from CT, Julie Hunter received her BA in government and international relations from Harvard University. During her undergraduate studies, she pursued an interest in international development and human rights through academic work, research, and travel. In the summer of 2005, she worked with human rights organizations in Thailand and spent time completing independent research in Rwanda. She then obtained a Masters in International Relations at the London School of Economics, and worked in New York City for two years for the Coalition for the International Criminal Court. At Yale Law School, she is working to continue her education on international human rights law and Native American law.

Shari Inniss-Grant, Class of 2012

Shari Inniss-Grant graduated from Howard University with a BA, *magna cum laude*, in English Literature and with a minor in French. She was inducted in Phi Beta Kappa and participated in a

study abroad program with the Université de La Sorbonne. She was also a reporter for the *Barbados Advocate*, through which she investigated topics of national concern and security and reported on breaking news and criminal trials. At Yale Law School, she has participated in the Critical Legal Studies Reading Group *Exploration of Race, Sex and Gender*; she is also the Development Chair for the Black Law Students Association and OutLaws, a LGBT student organization. In addition, she is the Student Director of the Temporary Restraining Order Project and a Student Intern for the LGBT Litigation Clinic.

Stephanie Keene, Class of 2012

Stephanie Keene graduated from Princeton University with an AB, with high honors, in English as well as a certificate in African American Studies. As an undergraduate, she was a Co-President of the National Black Law Students Association of Princeton and she was the winner of the best African American Studies senior thesis. Before attending law school, she worked for the United Nations World Food Program in Dakar, Senegal.

At Yale Law School, Stephanie has participated in the Allard K. Lowenstein International Human Rights Clinic. She is a Founding Member of the Yale Visual Law Project, a Submissions Editor of the *Yale Journal of International Law*, and Co-Chair of the American Constitution Society's Civil Rights Committee. She hopes to pursue a career in international relations and judicial reform issues.

Stephanie was also a Robina JD Scholar in 2010-11 and a summer human rights fellow in 2010. During her summer fellowship, Stephanie was a legal intern for the US Department of Justice's Overseas Prosecutorial Development Assistance and Training Program, which assists developing countries in reforming their criminal justice systems and promoting the rule of law. While there, she authored memoranda concerning criminal procedure, evidence law, and criminal legislation involving comparative issues between the United States, Eastern Europe, and Eurasia's laws.

Paul Linden-Retek, Class of 2012

Paul Linden-Retek is originally from Prague, Czech Republic, but he grew up in Boca Raton, FL. He attended Harvard College, graduating with an AB, *summa cum laude*, in Social Studies and as a member of Phi Beta Kappa. His senior thesis, entitled "Public Responsibility, Solidarity, and Citizenship: Václav Havel and Jürgen Habermas on Morality and Democratic Politics," won the prestigious Thomas T. Hoopes Prize for outstanding scholarly work. Prior to attending law school, Paul worked as a policy adviser in the European Union Department of the Ministry of the Environment of the Czech Republic, primarily addressing international climate change negotiations in the context of the Czech Presidency of the European Union Council.

At Yale Law School, Paul has focused on international human rights law, constitutional law, and jurisprudence. He has participated in the Allard K. Lowenstein International Human Rights Clinic and the Project Assisting the Extraordinary Chambers in the Courts of Cambodia. In addition to his work for the *Yale Journal of International Law*, he is an Articles/Comments Editor of the *Yale Human Rights & Development Law Journal*. Paul was also a Robina JD Scholar in 2010-11 and a summer human rights fellow in 2010.

Tasha Manoranjan, Class of 2012

Tasha Manoranjan was born and raised in Columbus, OH. She completed her undergraduate education at Georgetown University. As an undergraduate, she took a year off to volunteer in war-torn regions of northern Sri Lanka. In DC, she founded a non-profit human rights advocacy organization dedicated to resolving Sri Lanka's ethnic conflict.

At Yale Law School, Tasha has continued to pursue her interest in international law. She is an Editor of the *Yale Journal of International Law*, Co-Chair of the South Asian Law Students Association, and Community Enrichment Chair of the Women of Color Collective. In summer 2011, she worked at Amnesty International, in Washington, DC. Ultimately, she hopes to pursue a career involving impact litigation to defend human rights. Tasha was also a Robina JD Scholar in 2010-11.

Sirine Shebaya, Class of 2012

Sirine Shebaya attended the American University of Beirut, where she graduated with high distinction in the area of English Literature. She then attended Columbia University, where she received a PhD in Philosophy, with her specialty focusing on moral and political philosophy. After graduating from Columbia, she was a Greenwall Fellow in Bioethics and Health Policy at the Berman Institute of Bioethics at John Hopkins University.

At Yale Law School, Sirine has participated in the Allard K. Lowenstein International Human Rights Clinic, the Transnational Law and Development Clinic, and the Civil Liberties and National Security After 9/11 Clinic. She has also participated in the Iraqi Refugee Assistance Project, in which she has overseen two resettlement cases through to successful completion as well as organized a fact-finding trip to Lebanon to explore potential partnering opportunities with Lebanese NGOs.

B. Robina Summer Human Rights Fellowships

Glenda Aldana-Madrid, Class of 2013

Glenda Aldana-Madrid is also a Robina Human Rights JD Scholarship recipient; her biography is included in the JD Scholars section above.

In 2011, Glenda worked as a summer human rights fellow for LatinoJustice PRLDEF, a civil rights organization that protects the rights of Latinos in the United States. As a fellow, she researched, analyzed and drafted memoranda on issues relating to the organization's litigation docket, such as assessing the constitutionality of state immigration enforcement laws.

Amanda Alexander, Class of 2013

Amanda Alexander grew up in Plainwell, MI. She studied Government and African Studies at Harvard University, graduating *magna cum laude* in 2004. While at Harvard, Amanda co-founded the Student Global AIDS Campaign, the largest student AIDS advocacy organization in the US.

While at Yale Law School, Amanda has been involved with the Detention and Human Rights Clinic and the Temporary Restraining Order Project. She is a Co-Director of the 2012 Rebellious

Lawyering Conference, a Board Member of the Arthur Liman Public Service Program, and Community Service Chair of the Black Law Students Association.

Amanda is also a doctoral candidate in international and African history at Columbia University. Her doctoral work on land reform and housing politics in South Africa has been supported by a number of fellowships including a Fulbright-Hays Fellowship, Social Science Research Council International Dissertation Research Fellowship, Ford Foundation Pre-doctoral Fellowship, and a Foreign Language and Area Studies Fellowship. Her writing has appeared in the *Journal of Asian and African Studies*, *Feminist Africa*, *Mail & Guardian*, *Pambazuka News*, and several edited volumes.

Amanda is a research affiliate of the University of Cape Town's National Research Foundation chair in "Land Reform, Democracy, and Civil Society Dynamics." She has conducted research in the Africa divisions of Human Rights Watch and the Harvard Center for International Development, as well as the University of KwaZulu-Natal's Centre for Civil Society. She has also worked on youth programming and advocacy with Africa Action, the Senegalese National Youth Council, and the Malawi AIDS Counseling and Resource Organization.

In summer 2011, Amanda worked as a summer human rights fellow at the Center for Constitutional Rights in New York City and also interned with the UN Special Rapporteur on the Right to Housing in Sao Paulo, Brazil. Ultimately, she hopes to become a professor of law and history and to continue her work in political advocacy.

Spencer Amdur, Class of 2013

Spencer Amdur attended Brown University, where he received a BA in Economics, *magna cum laude*. While there, he was awarded the Samuel C. Lamport Prize in International Studies for his senior honors thesis and the Wall Street Journal Prize for the top overall student in the economics department.

At Yale Law School, Spencer has participated in the Legal Services for Immigrant Communities Clinic, the Iraqi Refugee Assistance Project, and the Temporary Restraining Order Project. He is also the Senior Editor for the *Yale Journal on Regulation* and Editor of the *Yale Law and Policy Review*.

Last summer, Spencer spent half the summer working at the Supreme Court of India in Delhi, India, and the other half of the summer at the European Court of Human Rights in Strabourg, France. At the Supreme Court of India, Spencer assisted Justice Dalveer Bhandari in preparing for oral arguments, ruling on cases, and developing doctrine. He also summarized new cases orally and prepared memoranda, conducted Indian and comparative law research related to major cases on the docket, prepared first drafts of opinions, and edited the prose and content of judgments. He researched issues such as damages methodology, equitable standing relaxation, and federal policy preemption.

At the European Court of Human Rights, Spencer wrote legal memoranda for Justice Lech Garlicki and lawyers in the Registry and Research Division. He also summarized ECtHR case law, US law, domestic law across Europe, and international law on military detention, the

admissibility of coerced evidence, free expression rights, and state liability for police conduct.

Tessa Bialek, Class of 2013 (also a Robina JD Scholar)

Tessa Bialek is also a Robina Human Rights JD Scholarship recipient; her biography is included in the JD Scholars section above.

Tessa spent the summer of 2011 as a human rights fellow first in Santiago, Chile, through the Yale Law School Linkages exchange program, and later in Phnom Penh, Cambodia, interning with the Documentation Center of Cambodia.

Christian Burset, Class of 2013

Christian Burset received an AB in history, *summa cum laude* and Phi Beta Kappa, from Princeton University, where he received the Hutton Prize for the highest overall performance in his department, the Koren Memorial Prize for the highest departmental performance as a junior, and the Francis Biddle Sophomore Prize in English for best critical essay of the year; he was also two-time recipient of the Shapiro Prize for Academic Excellence. His senior thesis, "Taking the Heavens by Violence," explored the evolution of English political thought in response to Oliver Cromwell's campaign against the Spanish Caribbean. Before graduate school, Christian worked as an associate in The Boston Consulting Group's New York office.

Christian Burset is pursuing a JD and PhD in history at Yale, where his work focuses on the legal history of the early modern British Empire, and especially on the development of legal and religious pluralism. He is an Editor on the *Yale Law Journal* and an Articles Editor on the *Yale Journal of International Law*. This summer, he interned at The Becket Fund for Religious Liberty in Washington, DC.

Kevin Chen, Class of 2013

Kevin Chen is from Palo Alto, CA, and attended the University of California-Berkeley. He received a BA in Political Science and graduated with highest honors. Last summer, he worked in Delhi, India, as a law clerk for Justice Dalveer Bhandari of the Supreme Court of India. He is deeply interested in public interest litigation in India and is conducting research on current human rights litigation before the Supreme Court of India. Kevin is also passionate about (American) civil procedure and litigation and he participated in this year's Moot Court competition. Next summer, he will be working at Ropes & Gray in San Francisco where he hopes to get more experience in complex civil litigation and trial practice. After graduation, Kevin hopes to clerk for a judge in CA and eventually work in public interest litigation.

Lindsey Counts, Class of 2013

Lindsey Counts was born and raised in New York City. She graduated from Yale University with a BA in history. After graduation, she spent three years working in London for an American investment bank. She is interested in international law and issues of economic development. Last summer, Lindsey worked at the International Criminal Tribunal for Rwanda in the Netherlands, where she conducted legal research on international criminal jurisprudence and assisted in the drafting of judicial decisions.

Alley Edlebi, Class of 2013

Alley graduated, *summa cum laude*, from Dartmouth College, with a BA in Economics and English Literature. She was a member of Phi Beta Kappa; she was also a recipient of the Economics Commendation Award for Highest GPA in Economics Department as well as the Stanley Prize for Best Critical Essay.

At Yale Law School, Alley has participated as Editor of the *Yale Journal of International Law*. She has also worked as the Legal Director of the Iraqi Refugee Assistance Project, through which she has represented Iraqi clients in their resettlement process to the US and drafted legal support letters on her clients' behalf.

Last summer, Alley worked at the Special Tribunal for Lebanon in the Hague, Netherlands. As a legal intern at the Office of the Prosecutor, she researched and wrote multiple extensive legal memoranda on the definition of terrorism under international law; on personal and functional immunity before national and international courts; on the preference for oral over written testimony in international and Lebanese law; on electronic presentation of evidence. She also prepared over 50 briefs of Lebanese criminal cases.

Amanda Elbogen, Class of 2013

Amanda Elbogen received a BA, *magna cum laude*, from Yale College with distinction in Political Science and Religious Studies. As an undergraduate, she was inducted into Phi Beta Kappa and won the American Jewish Congress Writing Prize (awarded for her senior thesis) and the Kingsley Trust Association Cyrus Vance Fellowship in Politics & Foreign Affairs, among other awards.

At Yale Law School, Amanda has participated in the Lowenstein International Human Rights Clinic and the Extraordinary Chambers in the Courts of Cambodia Project. In addition, she is an Editor of the *Yale Journal of International Law* and a Vice President of Publicity & Outreach for the American Constitution Society. She is also a participant in the Fields Program for Advanced Arabic Study.

Last summer, she worked as a law clerk for the Supreme Court of Israel, where she wrote legal memoranda on issues of comparative law and legal theory for Justice Hanan Melcer. She also worked mainly on cases involving national security and human rights, equal protection, and freedom of expression.

Janis Foo, Class of 2013

Janis Foo graduated, *magna cum laude*, from Brown University with an AB in History. While there, she received the Undergraduate Teaching and Research Award and the Daughters of the American Revolution Prize for History.

At Yale Law School, Janis has volunteered as an Editor of the *Yale Journal of International Law* and a Student Director of the Community and Economic Development Clinic. She is also a Class Representative for the Class of 2013. She is a volunteer for the Project Assisting the Extraordinary Chambers in the Courts of Cambodia, which is working to prosecute Khmer Rouge leaders for the mass atrocities committed between 1975 and 1979.

Last summer, Janis worked at the World Bank, Office of Evaluation and Suspension, which determines sanctions for companies that have engaged in fraudulent or corrupt practices in the execution of World Bank projects. In this position, she evaluated evidence and allegations of sanctionable practices submitted by World Bank investigators.

Henry (Bola) George, Class of 2013

Henry (Bola) George is also a Robina Human Rights JD Scholarship recipient; his biography is included in the JD Scholars section above. Last summer, Bola worked as a clerk at the International Criminal Tribunal for the former Yugoslavia at the Hague. While there, he assisted trial attorneys to research issues and prepare for the trial, which he found to be incredibly rewarding work.

Shari Inniss-Grant, Class of 2012 (also a Robina JD Scholar)

Shari Inniss-Grant is also a Robina Human Rights JD Scholarship recipient; her biography is included in the JD Scholars section above.

Last summer, Shari worked at three organizations: the Senegalese Committee on Human Rights in Dakar, Senegal; Amnesty International in Bangkok, Thailand; and Doughty Street Chambers in London, UK. Shari was also a summer human rights fellow in 2010. During her fellowship, Shari spent half the summer working as an intern for the Doughty Street Chambers and the other half of the summer working for the Death Penalty Project, both of which are located in London, UK. At the Doughty Street Chambers, she researched and wrote legal memorandum on fair trials, employment protection, and ethnic and gender discrimination for leading barristers. She also studied the implications of human rights legislation for UK-based NGOs. At the Death Penalty Project, she compiled a succinct analysis of state of death penalty laws across Asia, Africa and the Caribbean; she also examined the UK legal system, the role of the Privy Council, and recent cases concerning the death penalty.

Liam Jackson, Class of 2013

Liam Jackson graduated from the University of Chicago with a BA with General and Special Honors. He then went on to receive a MPhil in Ancient Classics from the University of Cambridge. At Cambridge, he was a Cambridge Commonwealth Trust Scholar and received the Members' Classical Essay Prize. At Yale Law School, Liam is a Fellow of the Yale Law and Philosophy Center. He reads Classic Greek, Latin and Spanish. Last summer, Liam worked in Colombia at the Public Interest Clinic at the *Universidad de los Andes* promoting prisoners' and detainees' rights.

Daniel Knudsen, Class of 2012

Daniel graduated with a BA from the University of Wisconsin-Madison with comprehensive honors in Economics, History, and International Studies. His thesis was entitled, "HIV/AIDS and South African Household Education: Treatment Effects and the Counter Factual."

At Yale Law School, Daniel has participated in the Allard K. Lowenstein Human Rights Project, where he has worked closely with the Dui Hua Association researching US imposed sanctions on China after the Tiananmen Square massacre; he also drafted a memo on the prospects of

repealing these sanctions based on China's human rights record. He is a Student Fellow for the China Law Center, a Student Board Representative for the Legal Services Organization and an Articles Editor of the *Yale Human Rights & Development Law Journal*.

Last summer, Daniel interned at the National Resources Defense Council. While there, he drafted a motion to preclude expert testimony in a toxic waste case; wrote sections of a remedy brief in an Endangered Species Act case; and formally presented to the litigation team a case approval memorandum on a potential environmental justice case involving lead pollution. Daniel was also a 2010 summer human rights fellow, having worked as an intern for the Public Interest Law Institute in Beijing, China.

Allyssa Lamb, Class of 2012

Allyssa Lamb grew up in the suburbs of Seattle, WA, and attended the University of Washington. She graduated *magna cum laude* in 2004 with a BA in Classics and an additional BA in Biblical and Ancient Near East Studies, having earned departmental honors for both degrees. Allyssa was awarded a Rhodes Scholarship; while at Oxford University, she was a member of Merton College, and she completed an MPhil in Egyptology. She reads several ancient languages (Greek, Latin, Hebrew, four stages of Egyptian) and a few modern ones (Spanish, French). Much of her academic work has focused on ancient literature and religion. Her MPhil thesis, entitled "Good Scribes, Wise Men, Charlatans, Frauds, and Fakes: Magical Practitioners in Græco-Roman Egypt and Their Predecessors," explored diverse beliefs about magic and magicians expressed in Greek, Latin, and Egyptian literature.

Following her graduation from Oxford, Allyssa entered a PhD program in Classics at the University of Chicago. During her time in Chicago, an interest in politics and current events that developed while she lived overseas became even keener. Eventually, she decided to attend law school; inspired by the example of her grandfather, who dedicated his life to public service through his work with the Justice Department, Allyssa hopes to have a positive impact on the world.

During her time at Yale Law School, Allyssa has been an Editor of the *Yale Journal of Human Rights and Development Law* and a Student Director of the Immigration Legal Services Clinic. As a member of the Iraqi Refugee Assistance Project, she has assisted a family of Iraqi refugees seeking resettlement in the United States. In 2011, she spent the summer working at Innocence Project New Orleans. This coming summer, she will spend time working at both the Death Penalty Project and Doughty Street Chambers, both in London.

Kevin Lamb, Class of 2013

Kevin Lamb grew up in Houston, TX, and attended the University of Texas (UT) at Austin as a Dedman Distinguished and Texas Exes Scholar. He studied at Moscow State Linguistics University while interning at a Moscow-based HIV/AIDS organization. He later earned his BA with highest honors from UT with special honors in the Plan II Liberal Arts Honors Program. After teaching high school for two years in Oakland, CA, as part of Teach For America, Kevin went to graduate school at Cornell University, where he received his PhD in English Literature. He was subsequently a postdoctoral fellow in the Society of Fellows in the Humanities at Columbia University, where he also taught in the Core Curriculum and the Department of

English and Comparative Literature.

Kevin's scholarly work is concerned with questions of identity and anti-discrimination as well as issues related to self-government, public criticism, free speech, and academic freedom. At Yale Law School, he has been exploring comparative constitutional law and international law.

During the summer of 2011, Kevin was a clerk at the European Court of Human Rights. He hopes eventually to pursue a career as a legal academic but remains very interested in exploring the practice of law as an instrument for social change.

Tamar Lerer, Class of 2013

Originally from Long Island, NY, Tamar Lerer is the daughter of two Israeli immigrants. At Yale Law School, Tamar has pursued her interest in ameliorating issues associated with mass incarceration through her work with the Arthur Liman Public Interest Workshop, the Prosecutorial Misconduct Project, and the Criminal Defense Clinic. Last summer, Tamar worked at the Alternative Law Forum in India. Tamar hopes to start her career as a public defender, later moving to an organization that engages in structural reform.

Ming-Yee Lin, Class of 2013

Ming-Yee Lin is from Atlanta, GA. She majored in East Asian Studies at Yale College and graduated *summa cum laude* in 2010. She spent one summer abroad in Beijing and two summers in Tokyo participating in intensive language programs as a Richard U. Light Fellow. Ming-Yee also spent a summer volunteering at the New York Asian Women's Center, assisting survivors of domestic violence and trafficking. In her senior thesis, she analyzed the historiography of Unit 731, a secret biological warfare base set up by the Japanese in Manchuria during WWII.

At Yale Law School, Ming-Yee is a Student Director of the Temporary Restraining Order Project. In 2011, she spent the summer working at the ACLU of Southern California, where she worked on several Alien Tort Statute cases regarding the issue of corporate liability. Ming-Yee hopes to continue working on women's and human rights issues through pro bono work at a private firm in summer 2012.

Paul Linden-Retek, Class of 2012

Paul Linden-Retek is also a Robina Human Rights JD Scholarship recipient; his biography is included in the JD Scholars section above.

Paul was also a summer human rights fellow in 2010. Last summer, he worked at the Department of Human Rights and National Minorities in the Office of the Prime Minister of the Czech Republic. In Summer 2010, Paul worked in the Legal Unit of the International Civilian Office/EU Special Representative in Kosovo, focusing on international law, human rights, and decentralization issues.

Dana Montalto, Class of 2013

Dana Montalto grew up in Arlington, MA. She graduated *magna cum laude* with a BA from Wellesley College in Middle Eastern Studies and Political Science and as a member of the Phi Beta Kappa and Pi Sigma Alpha honors societies. During those years, Dana spent a semester in

Amman, Jordan, studying the Iraqi refugee crisis; she also interned for Senator Edward M. Kennedy in his press and immigration casework offices. Following graduation, she worked for one year in the Appeals Bureau of the Manhattan District Attorney's Office.

At Yale Law School, Dana has so far focused her studies on international law and foreign relations. Outside of classes, she spends her time working as a Policy Director of the Iraqi Refugee Assistance Project and as an Editor of the *Yale Journal of International Law*. Dana worked during the summer of 2011 at the World Bank Sanctions Board in Washington, DC, and hopes to pursue a career similarly situated in public interest and international law.

Jin-kang Nah, Class of 2013

Over the last semester, Jin-kang Nah has studied property law, criminal law, drafting contracts and international business transaction (IBT) classes. He discovered, especially, that there is a great potential to be had in legal thinking considering property and contracts. In IBT, he has written a paper on nationalism and the rule of law, applying general theories on these fields to two developing countries in East Asia. Last summer, Jin-kang worked at the World Bank, Office of Evaluation and Suspension.

Travis Pantin, Class of 2013

Travis Pantin graduated from the University of Chicago, with a BA in Interdisciplinary Studies in the Humanities, with Honors. He spent a year abroad at Oxford University, where he studied Philosophy, Politics, and Economics. His thesis was entitled, "Philosophy and Education, Spartan-Style: The Philosophical Praise of an Anti-Philosophical City in Plutarch, Machiavelli, and Montaigne."

At Yale Law School, Travis has participated as an Editor in Chief of the *Yale Journal of International Law*. He is currently also pursuing a PhD in Political Science from the Yale Graduate School of Arts and Sciences. He is a student assistant for the Global Constitutionalism Seminar, which brings together supreme court and constitutional court justices from around the world for four days every September to confidentially discuss legal topics of common interest.

Last summer, Travis was a law intern for Justice Jawwad Khawaja of the Supreme Court of Pakistan, where he was the first ever foreign intern. While there, he performed tasks that are traditionally assigned to law clerks in the United States, such as conducting legal research and drafting opinions. He also advised the Court on how to set up an official clerkship program to be modeled on the United States system.

Stephanie Parker, Class of 2012

Stephanie Parker received a BA in English from the University of Mary Washington and an MPA from American University. After graduation, she participated in the Faculty of Law program at the University of the Western Cape.

At Yale Law School, Stephanie has participated in the Temporary Restraining Order Project and the Community and Economic Development Clinic. She also volunteers as a member of the Community Service Committee for the Black Law Students Association and as the Events Chair of the Women of Color Collective. Last summer, Stephanie worked at the Uganda Rural Fund.

Freya Pitts, Class of 2013

Freya Pitts graduated with a BA, *summa cum laude*, in History and International Studies. As an undergraduate, she received the Andrew D. White Prize in European History for her senior thesis, which was entitled, "Resistance and Femininity in Memoirs of Occupied France." She also spent a semester abroad studying Francophone history at the University of Paris. Before attending law school, Freya spent two years working for Teach for America in Atlanta, GA, where she worked as a Social Studies Teacher.

At Yale Law School, Freya has participated in the Lowenstein International Human Rights Clinic and the Temporary Restraining Order Project. She has also been Editor of the *Yale Journal of International Law* and a Student Director of the Schell Center for International Human Rights.

Last summer, Freya worked as a human rights research fellow at the Doughty Street Chambers and the Death Penalty Project in London, UK. She was responsible for providing research and drafting support to barristers and solicitors litigating cases involving international criminal law, extradition, immigration law, and prisoners' rights in British, foreign, and international courts.

Stephen Poellot, Class of 2011

Stephen Poellot graduated from Columbia College with a BA in Cultural Anthropology. He received departmental honors as well as the Heinemann Prize in African Studies. He also participated in a study abroad program at the University of Cape Town, South Africa.

At Yale Law School, Stephen has worked as a research assistant for Professor Michael Wishnie; he is also a member of the Worker & Immigrants Rights Advocacy Clinic, which is taught by Professor Wishnie. He is a member of the Admissions Committee for the *Yale Law Journal* and an Articles Editor for the *Yale Human Rights & Development Law Journal*. He is a founding director of the Iraqi Refugee Assistance Project. Last summer he worked for the United Nations High Commissioner for Refugees in Switzerland.

Trudy Rebert, Class of 2013

Trudy Rebert grew up in Hanover, PA, and went on to study at the United World College in Montezuma, New Mexico. She earned her BA in Geography and Political Science from Macalester College in 2007, graduating *summa cum laude*. Recognized for her commitment to public service, Trudy was named a 2006 Truman Scholar. Prior to law school, Trudy worked at the World Bank Inspection Panel in Washington, DC, and the Society for Labour and Development in New Delhi, India. She interned at the Migration Policy Institute in Washington, DC, and went on to earn a MSc in Migration, Mobility and Development from the School of Oriental and African Studies (SOAS) in London.

Trudy's interests lie at the intersections between migration, labor, and development issues. At Yale Law School, she is a member of the Worker and Immigrant Rights Advocacy Clinic, a Legal Director of the Iraqi Refugee Assistance Project, and a Research Assistant for Professor Muneer Ahmad. Trudy spent the summer of 2011 working with a small development organization in Quetzaltenango, Mexico, and with the New Orleans Workers' Center for Racial

Justice in Louisiana. After graduating from law school, she hopes to continue to work in a transnational framework to build the power of low-income workers and their communities to claim their rights.

Clare Ryan, Class of 2013

Clare Ryan is from Amherst, MA. She graduated from Macalester College in 2008, where she majored in Political Science. Before coming to Yale, Clare taught English in France and served in AmeriCorp in MN. Clare is committed to children's rights issues in domestic and international settings. At Yale Law School, she is a member of the Advocacy for Children and Youth Clinic, a Submissions Editor for the *Yale Journal of International Law*.

Last summer, Clare was an intern at the European Court of Human Rights in Strasbourg, France. In the future, she aspires to be a legal academic with a focus on family law and international law.

Shayak Sarkar, Class of 2013

Shayak Sarkar is from Edinburg, TX, and attended Harvard, where he earned AB and AM degrees in applied mathematics and statistics and won election to Phi Beta Kappa. He won the Hoopes Prize for his thesis on district residency requirements and the economics of educating homeless children. Later as a Rhodes Scholar, he earned MSc degrees with distinction from Oxford University in evidence-based social work and development economics. Shayak is currently pursuing both a PhD in economics from Harvard University and a JD from Yale Law School.

At Yale Law School, Shayak is a member of the Worker and Immigrant's Rights Advocacy Clinic and Policy Director for the Iraqi Refugee Assistance Program. He spent last summer working on an individual research project relating to financial access, market failures, and human trafficking in India.

Yael Shavit, Class of 2013

Yael Shavit is originally from Concord, MA. She received an AB in Economics and Public Policy and American Institutions from Brown University. At Yale Law School, she has participated in the Marshall Brennan Legal Teaching Program, the Education Adequacy Project, the San Francisco Affirmative Litigation Project, and the *Yale Journal on Regulation*. Last summer, Yael worked for the Supreme Court of Israel.

Daniel Schuker, Class of 2013

Daniel Schuker hails from Cambridge, MA, and graduated from Harvard College with an AB in Social Studies. Before entering Yale Law School, he worked at the National Economic Council at the White House, where he served as a policy advisor and speech writer. For part of last summer, he worked at the US Attorney's Office for the Southern District of New York. With the support of the Robina Foundation, he also traveled to Prague to help organize the inaugural Conference of Chief Justices of Central and Eastern Europe, which was held at the CEELI Institute. The participants, who represented the judiciaries of fifteen countries, discussed the particular challenges they face in building effective judiciaries consistent with the rule of the law.

Sirine Shebaya, Class of 2012 (also a Robina JD Scholar)

Sirine Shebaya is also a Robina Human Rights JD Scholarship recipient; her biography is included in the JD Scholars section above.

Last summer, Sirine worked for ACLU Immigrants Rights Project. Sirine was also a summer human rights fellow in 2010, when she worked for Human Rights Watch in Beirut, Lebanon. While there, she conducted research and drafted briefing papers on upcoming legislation. She also co-authored an op-ed on the death penalty, which was published in a major Lebanese newspaper.

Sophia Shin, Class of 2013

Sophia Shin grew up in Northern California and earned her BA in English from Stanford University in 2009. She is passionate about human rights; as an undergraduate student, she worked with human rights organizations such as Amnesty International and Human Rights Watch, in addition to working as a research assistant on human rights issues for political science and law professors at Stanford University.

At Yale Law School, Sophia remains deeply committed to human rights, having volunteered through the Lowenstein Project for the American Bar Association's Rule of Law Initiative and participated for multiple semesters in the Human Rights and Detention Clinic. In the summer of 2011, she worked on anti-human trafficking efforts in the Manila, Philippines, field office of International Justice Mission.

Jonathan Soleimani, Class of 2013

Jonathan Soleimani is originally from Los Angeles, CA. He received a BA in Political Economy and a BS in Business Administration from the University of CA-Berkeley in 2006. Last summer, he worked at the Supreme Court of India.

Nikhil Sud, Class of 2013

Nikhil Sud graduated, *magna cum laude*, from Yale College with a BA in Economics. He was a three-time recipient of the Brahma Educational Scholarship for academic and extracurricular excellence and a two-time recipient of the John W. Cochrane Scholarship for academic and co-curricular achievement.

At Yale Law School, he is a recipient of the William S. Beinecke Scholarship (awarded to outstanding representatives of minority groups at Yale Law School). He is also an Editor of the *Yale Law and Policy Review* and the current and founding President of the Yale Hindi Debate group. He has taken courses on Foreign and International Law, Internet Privacy, and Environmental Law and Policy, among other topics.

Last summer, Nikhil worked at the Supreme Court of India, where he clerked for the Honorable Justice Dalveer Bhandari. In this position, he read, analyzed and prepared written briefs for cases involving issues of trademark, infringement, insurance, unjust compensation, salesperson licensing, medical malpractice, loan repayment and pendent-lite interest, India's Agriculture Debt Relief Scheme, land co-ownership, and other issues.

Can Sun, Class of 2013

Can Sun received a BA in Engineering Science from the University of Toronto and a PhD in Electrical Engineering from Princeton University. His research there specialized in nonlinear optics; he developed new theory of statistical light as a photonic plasma and a classical thermal gas.

At Yale Law School, Can has been an Editor for *Yale Journal of International Law* and the *Yale Journal of Law and Technology*. Last summer, Can worked at the Human Rights Law Foundation, where he assisted an attorney in conducting legal research, gathering evidence and depositing witnesses. He has also been an intern for the Canadian Center for International Justice, where he assisted in preparation of Amnesty International's "No Safe Haven" Series.

Avi Sutton, Class of 2013

Avi Sutton is from Queens, NY, and graduated *summa cum laude* from Yale College with a BA in Ethics, Politics, & Economics. He received honors in his department and was elected into Phi Beta Kappa. After spending a semester researching international law at the Jerusalem Center for Public Affairs, Avi concentrated his senior essay on the topic of international law and the Middle East. Additionally, during the summer months of college, Avi worked as a paralegal at the NY corporate law firm of Wachtell, Lipton, Rosen & Katz.

At Yale Law School this past year, Avi has taken various classes including International Business Transactions and Federal Income Taxation; he also organized and led two Jewish law reading groups in the spring semester. Avi is also active in student organizations: he is the Managing Editor of the *Yale Journal on Regulation*, Editor of the *Yale Journal of International Law*, Treasurer on the Yale Law & Business Society, and Co-President of the Jewish Law Students Association. Last summer, Avi was a clerk for Eliezer Rivlin, Deputy Chief Justice of the Israel Supreme Court.

Avery White, Class of 2013

Avery White is from North Easton, MA. He attended Middlebury College and received a BA, *summa cum laude* with highest honors in Political Science. Middlebury's Political Science department also awarded him the Groetzinger Award, which is given to the best graduating Political Science major who plans on attending law school. His honors thesis examined the relationship between John Stuart Mill and the moral justification for humanitarian intervention.

At Yale Law School, Avery is particularly interested in international law, the empirical study of law, and the application of behavioral sciences to legal issues. He is a Submissions Editor for the *Yale Journal of International Law*.

During the summer of 2011, Avery worked at the Public International Law and Policy Group, a global law firm which provides free legal advice and analysis to states and governments. While there, he worked on legislative issues surrounding South Sudan's transition to independence, civil society issues in the Democratic Republic of the Congo, and the international law of piracy on the high seas. In the future, Avery is interested in pursuing a PhD in Political Science and a career in academia working on applying behavioral science to the study of international relations.

Elizabeth Wilkins, Class of 2013

Elizabeth Wilkins is originally from Washington, DC. She graduated Phi Beta Kappa from Yale College with a BA in Ethics, Politics and Economics. After focusing her undergraduate studies on US low-income housing policy, she pursued her urban policy interests through a Coro Fellowship in Public Affairs in New York City. Elizabeth's growing interest in organizing led her to take a job in the political department of SEIU 32BJ, a janitor's local in NY, where she served as a coordinator of local prevailing wage campaigns. When the opportunity presented itself, Elizabeth joined the Obama Campaign and worked for a year and a half as a field operative, ultimately becoming the Michigan State Field Director for the general election. She then went to work for the Obama White House as a policy assistant in the Domestic Policy Council, focusing on anti-poverty and urban policy issues before deciding to go to law school.

At Yale Law School, Elizabeth has returned to her interest in organizing low-wage work places. She has worked with Yale's Worker and Immigrant Rights Advocacy Clinic and is a Co-Director of the Rebellious Lawyering Conference.

Elizabeth has worked on a number of projects at workers' centers. Last summer, she completed a summer internship with *El Centro de los Derechos del Migrante* in Mexico, where she worked to defend the employment and labor rights of immigrant workers. Elizabeth hopes to continue her interests in workers' rights after law school by practicing at a workers' rights center or going back into policy.

Paige Wilson, Class of 2013

Paige Wilson is from Boston, MA. She attended Emory University, where she graduated with a BA in Asian Studies. In her junior year, she received the William Beardslee Prize for Religious Literature for a paper on Tibetan Buddhist rituals. She graduated with honors from her department as well as Phi Beta Kappa. Prior to starting Yale Law School, she traveled to Taiwan on a Fulbright Fellowship and started SnowLion Tours, a Tibetan travel company in Beijing, China.

At Yale Law School, Paige is interested in property law, environmental law, and Chinese legal research. She is a student fellow at the China Law Center, Student Director of the Non-Profit Organizations Clinic, and a member of Yale Law Women. Last summer she traveled to Beijing to work at Women's Watch, a women's legal aid center, and PILnet, an international organization with the mission of promoting public interest law. In the future she hopes to work on issues relating to China and the environment.

Leah Zamore, Class of 2013

Leah Zamore is originally from VT. She graduated from Harvard College in 2009 with a degree in Social Studies and received a Masters degree in Forced Migration from Oxford University the following year. Prior to law school, Leah worked for the Senate Judiciary Committee in Washington, DC; for a local human rights NGO in northern Uganda; and for the UN Refugee Agency in Geneva, Ethiopia, and Somaliland. Her current interests include public international law, constitutional law, and national security policy. Leah spent last summer in Pretoria, South Africa, working for Lawyers for Human Rights.

Jenny Zhao, Class of 2013

Jenny Zhao grew up in Fremont, CA. She graduated with honors from Stanford University with a degree in International Relations and a minor in Economics. Her senior thesis, "Democracy and Labor Compensation in Developing Countries," won the Firestone Medal for Excellence in Undergraduate Research. Prior to law school, Jenny was a paralegal at the Antitrust Division of the US Department of Justice.

At Yale Law School, Jenny has pursued studies related to antidiscrimination law and immigrants' rights. She is a member of the Worker and Immigrant Rights Advocacy Clinic and has also been involved with the Iraqi Refugee Assistance Project and the Women of Color Collective. Last summer she worked at the ACLU of Southern California, where she addressed the problem of prolonged detention in the US immigration system. Jenny aspires to practice civil rights law at a nonprofit organization.

C. Robina Foundation Post-Graduate Fellowships

Amanda Aikman '08 JD received a BA from Stanford University in 2003. Prior to law school, she conducted an independent research project in Southeast Asia on non-governmental organizations assisting women in the commercial sex industries of Thailand and the Philippines. She also worked with anti-human-trafficking organizations based in Washington, DC, and Moscow. At Yale Law School, as a member of the Worker and Immigrant Rights Advocacy Clinic, Amanda worked on a human-trafficking case involving forced labor. She served as support chair of Yale Law Women and was a Notes Editor of the Yale Law Journal and an Articles and Business Editor of the *Yale Journal of Law & Feminism*. After graduating, Amanda worked as a Trial Attorney in the Fraud Section, Criminal Division of the US Department of Justice.

Michelle Argueta '11 JD graduated *summa cum laude* from the American University's School of International Service with a BA in US Foreign Policy and Asian Studies. She earned the School's Outstanding Undergraduate Scholar Award and the Multicultural Affairs Academic Award. At the Law School, Michelle participated in the Allard K. Lowenstein Human Rights Project and the Iraqi Refugee Assistance Project. She worked for two years defending asylum applicants through the Immigration Legal Services Clinic and, for a semester, worked through the Prosecution Externship program at the US Attorney's Office in Bridgeport, Connecticut. She also participated in the International Criminal Court Moot Competition, where she crafted legal arguments outlining personal jurisdiction and individual criminal responsibility for a hypothetical case. Michelle was a former summer human rights fellow in 2009 and 2010: she spent both of her law school summers working at international criminal tribunals. In 2010, she was a legal intern at the Special Court for Sierra Leone Trial Chamber, and in 2009, she worked in the Appeals Chamber of the International Criminal Tribunal for Rwanda.

Clark Gard '09 JD received a BA in Economics and Art History from Columbia University, graduating *magna cum laude* in 2003. Clark also has an MA in Middle East Studies from the American University in Cairo, where he was an International Graduate Fellow from 2004 to 2006 and a teaching assistant in international human rights law. While in Cairo, Clark also participated in a research clinic focused on Islamic and humanitarian law with the Harvard

Program on Humanitarian Policy and Conflict Research. Clark spent the summer of 2005 in Afghanistan working with the Afghan Independent Human Rights Commission. He began law school at Columbia in 2006 and spent the summer of 2007 working with the International Center for Transitional Justice, focusing on the Iraqi High Tribunal and the prosecution of former regime officials for genocide, crimes against humanity, and war crimes. He transferred to Yale Law School in the fall of 2007. At Yale, Clark served as an Editor of the *Yale Journal of International Law*, as a Student Director of the Middle East Legal Forum, as a student organizer of the Middle East Legal Studies Seminar, as a Teaching Fellow for the Yale College course, *International Human Rights Law*, and as a Student Director of the Lowenstein International Human Rights Clinic. Clark was a Robina Human Rights JD Scholar in 2008-09.

Nadia Lambek '10 JD attended Brown University, where she concentrated in International Development Studies and Political Theory, and studied abroad in Dakar, Senegal. After graduating, Nadia moved to Nairobi, Kenya, where she worked with a local NGO engaged in housing rights advocacy. At Yale Law School, Nadia was a Student Director of the Lowenstein International Human Rights Project and the Editor-in-Chief of the *Yale Human Rights & Development Law Journal*. She was also involved with the Yale Information Society Project and was a member of the Legal Services for Immigrant Communities Clinic. Nadia was a summer human rights fellow in 2008 and 2009. In the summer of 2008, Nadia worked in Bangalore, India, at the Alternative Law Forum, a social justice legal center involved in litigation, direct services, lobbying, and research. While there, she worked on intellectual property policy reforms to help developing countries. In the summer of 2009, Nadia worked at the Ontario Human Rights Legal Support Center in Canada, where she aided individuals who had been the victims of discrimination. After graduating from law school, Nadia clerked at the Court of Appeal for Ontario.

Elizabeth Nielsen '11 JD received a BA from Northwestern University in Political Science and Legal Studies. Prior to entering law school, Elizabeth worked at the Center for International Human Rights at the Northwestern University School of Law and was Co-Chair of the Northwestern University Conference on Human Rights.

At Yale Law School, Elizabeth was a member of the International Criminal Court Moot Court Competition Team, which competed successfully in The Hague. She was Co-Director of the Project Assisting the Extraordinary Chambers in the Courts of Cambodia and worked as a summer legal associate at the Documentation Center of Cambodia in Phnom Penh. As a member of the Iraqi Refugee Assistance Project, she traveled to Jordan and Syria to train Jordanian law students working with Iraqi refugees. Elizabeth was a summer human rights fellow in 2009. She completed prosecution internships at the Department of Justice Counterterrorism Section in Washington, DC, the Office of the US Attorney in Bridgeport, Connecticut, and the Office of the State's Attorney in New Haven. She was formerly a legal intern in Wilmer Hale's International Arbitration Group in London and a Howard M. Holtzmann fellow in international arbitration and dispute resolution. Elizabeth's publications address judicial independence in hybrid international criminal tribunals, state responsibility for terrorist groups, the extraterritorial application of human rights treaties, and globalization's effect on trafficking in women.

Catherine (Katie) Rivkin '11 JD graduated from Yale College with a BA, *magna cum laude*, in History. As an undergraduate, she was awarded the DeLaney Kiphuth Student-Athlete Distinction Award (presented to the varsity athlete who ranks highest in scholarship and GPA) and named a Charles Garside, Jr. Scholar (awarded to one History major for distinctive scholarship). After college, she received an MPhil in Modern European History from the University of Oxford. At Yale Law School, Katie participated in the Lowenstein Clinic National Litigation Project, was an Editor of the *Yale Journal of International Law*, acted as the Co-Chair of the Yale Forum on International Law, and was a finalist in the 2010 International Criminal Court Moot Competition. In 2007, Katie worked in the Terrorism/Counterterrorism Division of Human Rights Watch, where she researched civilian casualties from terrorist attacks in the Southern Philippines and investigated extraordinary-rendition practices and detainees' rights. Katie was a summer human rights fellow in 2009: Katie worked in London, first with the General Counsel of the London 2012 Olympic Organizing Committee and then with the International Bar Association's Human Rights Institute, where she focused on issues of judicial independence and access to justice in Palestine, the Democratic Republic of the Congo, and South Africa.

Care Guides in the Primary Care Office May 2012 Robina Foundation Board Final Report

1. SUMMARIZE ORIGINAL GOALS AND OBJECTIVES

From the original grant proposal (August 2008):

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

2. PROGRESS IN MEETING GOALS

PHASE 1

Phase 1 was a pilot, proof-of-concept study, designed to develop the care guide position and test the feasibility of using trained lay persons called "care guides" to help chronic disease patients achieve standard care goals. We needed to learn who to hire as care guides; how to recruit, train, pay and supervise them; how to introduce this concept to clinic personnel; how to enroll patients and how many patients one care guide could serve; how many contacts care guides would have with patients; and how to develop electronic reporting tools that would facilitate communication from care guides to patients and to providers.

Secondary goals were to identify factors that could forecast which patients would benefit from working with a care guide; to obtain economic data regarding the impact care guides might have on the cost of prescription drugs, emergency department visits and hospitalizations; to evaluate how patients, providers, and nurses perceived the care guide program; and to collect suggestions for Phase 2.

Phase 1 results

Please see attachment 7, an article describing phase 1 results in the Journal of Ambulatory Care Medicine, January 2012.

PHASE 2

Phase 2 evaluates the efficacy of care guides in a wider variety of clinical situations and in a statistically rigorous fashion. It consisted of two ~~separate~~ and concurrent kinds of controlled trials. Data collection for both was completed on April 12, 2012.

The *randomized trial* compares patients who worked with care guides with control patients within the same clinic, over a 12-month period for each patient.

The *case-control trial* compares these care guide and control patients with matched patients in similar clinics without any exposure to care guides. This is necessary because the randomized trial suggested, as expected, that the presence of care guides in a clinic changed the behavior of providers toward the randomized control patients. These patients improved substantially, although not as much as the care guide patients. The case-control trial compares clinical endpoints over 18 months (from when care guides first arrived in a clinic until when the last patient completed the study) for a subset of 6 goals.

IRB approval and NCT registration

The Allina IRB and the University of Minnesota School of Public Health IRB approved the Phase 2 study. ClinicalTrials.gov registered the study as a prospective randomized trial on July 2, 2010 (# NCT01156974).

Clinic selection

We considered all 39 primary care clinics in the Allina Health System for participation in the randomized study. We looked for clinics diverse in patients, providers, locations, and exposure to previous quality-improvement initiatives. We invited six clinics to participate in the Phase 2 study; all agreed. These are located in St Paul, Cottage Grove, Edina, Faribault, and Hastings (2 clinics), Minnesota. Two of these clinics have mostly internal medicine providers; four have mostly family practice providers. One is urban, two are suburban, two exurban, and one rural. Four have given providers performance feedback on the care of their chronic disease patients for years, and two have not. One clinic served as a teaching site for medical residents; providers in this clinic had more scheduled time per patient and were salaried rather than paid by productivity. We hired 12 care guides, 1-3 located in each clinic, with an average patient panel size of 120 patients.

For the case control study, each study clinic was prospectively matched with a "sister" Allina clinic aiming for similarities in location, provider type, patient demographics, and previous use of provider feedback.

Patient selection

For the randomized trial, a power calculation suggested 729 patients would provide an 80% chance of detecting a 10-percentage point improvement in a care goal initially met by 65% of patients at baseline, as seen in Phase 1, or 3079 patients to detect a 5-point improvement. We chose an enrollment goal of 2000 patients. Three clinics began enrollment on July 5, 2010 and three on October 18, 2010.

Eligible patients were seen during the six-month enrollment period, had a diagnosis of hypertension (HTN), diabetes (DM), or congestive heart failure (CHF), were aged 18-79, and not pregnant. Providers were asked to refer patients who they thought "needed help". To prompt referrals, a yellow electronic flag was inserted into the EHR for patients seen during the previous 6 months with a diagnosis of DM or CHF, or of HTN where the most recent clinic systolic blood pressure was >135 mm Hg, and a list of such patients on each day's appointment schedule was given to providers and nurses at the start of the clinic day. The decision to refer a patient for enrollment or not was made solely by providers.

All patients received an educational hand-out about the importance of achieving the care goals specific to their disease(s). Two-thirds (1429 patients) were randomly assigned to work with a care guide for one year, and one-third (706 patients) were assigned as controls to work toward the same goals without the help of a care guide. Ten decided to withdraw from the study, leaving 2129 participants (attachment 1).

For the case-control study, we considered all patients with diabetes or hypertension (there were too few heart failure patients for meaningful analysis) who were seen at a matched clinic during the six-month enrollment period. From this pool of 14,289 patients, patients were identified who were likely to have been included in the study using "propensity scoring". From these, we identified 5326 patients with demographic and clinical parameters closest to each patient in the randomized study as "nearest 4 neighbors within a radius of 0.2 standard deviations".

Phase 2 results

When complete?
We have completed data collection but have not completed data analysis. Here we present 9-month results for patients in the randomized study, and final results for 3 of 6 clinics in the case-control study. Based on our Phase 1 experience, we do not expect substantial changes when the final data are available.

Statistical methods

In the randomized trial, we compared the fraction of goals met at baseline with the fraction of goals met one year later for care guide and control patients. To evaluate the effect of care guides in this circumstance, we used a statistical technique called logistic regression with grouped data, which can estimate the odds that one group studied is different from the other, while controlling for unmet goals at baseline. We also performed a multivariate analysis to determine whether clinic characteristics, demographic factors or patient survey responses correlated with benefit from working with a care guide.

Randomized trial results

Of the enrolled patients, 1723 had hypertension; 1365 had diabetes, and 122 had heart failure. About half (1026) had more than one diagnosis: 706 had hypertension only, 368 had diabetes

only, and 25 had heart failure only.

At 9 months, the odds that patients who worked with a care guide had met more care goals than control patients were 1.28 to 1. This difference in the pre-specified primary endpoint is highly significant, $p < .001$, meaning that it would occur by chance less than one time in 1000. Subgroups of patients with diabetes and hypertension, and patients with more than one diagnosis, had significantly greater odds of improvement if they worked with a care guide. Patients with a single diagnosis had slightly lower odds of improvement. The number of patients with heart failure was too small to make definitive more or less social support statements. These results are summarized in attachment 2. ?

The 12 individual care goals applied to different numbers of patients. For instance, not using tobacco was a goal for all 2125 patients, while taking beta-blocker drugs and ACEI/ARB drugs for CHF patients with left ventricular systolic dysfunction applied to only 50 patients. One CHF goal could not be analyzed because all patients met them at 9 months. Care guide patients were more likely to meet each of the other 11 goals than control patients. Some of these differences were small and some large, but all were in the same direction (attachment 3).

Care goals associated with diabetes showed more improvement than those associated with hypertension, perhaps because providers in Allina clinics have long received feedback on the care of their patients with hypertension, and hypertensive patients in these clinics meet blood pressure goals at high rates. However, in the different setting of Phase 1 (inner-city patients, resident doctors) hypertensive patients realized major improvements in meeting blood pressure goals while working with care guides.

* → We looked to see if we could predict in advance which patients would benefit more from this intervention, using demographic and clinic variables and responses to a survey evaluating level of social support and ease of communication with their primary provider. We hypothesized larger benefits for men, older patients, those with less education, those on Medicaid, those seeing family practice providers or providers paid on the basis of productivity (less scheduled time per office visit in each case), those in clinics without a longstanding provider feedback program, those who reported discomfort with their provider, and those who reported poor social support. Our predictions were generally incorrect (attachment 4).

* [Attending a clinic where providers were not salaried but paid on the basis of productivity was associated with significantly more benefit from working with a care guide, as was comfort with one's primary provider. Survey responses suggest that care guides were most effective when a strong 3-way relationship existed between patient, care guide, and provider.]

Case-control trial results

In the 3 clinics with complete data, the odds ratio that diabetic care guide patients had met more care goals than matched control patients in clinics without care guides was 1.84. The odds

* ratio that diabetic *control* patients in the care guide clinics had met more goals than matched control patients in other clinics was 1.61. Both of these are statistically significant with $p < .001$. This suggests a learning effect regarding evidence-based diabetes treatment in the care guide clinics that did not occur in non-care-guide clinics.

A similar but smaller effect was observed for hypertensive patients (attachment 5).

The smaller effect in the hypertensive patients may be explained by the observation that the matched-clinic patients were achieving very high levels of blood pressure control, and that Allina Medical Clinics began an unrelated initiative to improve blood pressure control during the study. During the case-control trial, the number of matched control patients meeting blood pressure targets in the 3 non-care-guide clinics reported here increased by 14%.

Future reports

We will forward to the Robina Foundation Board:

1. Final clinical results for the randomized and case-control trials.
2. Future publications to include: clinical results; how this model was implemented and how patients, providers, and nurses reacted to it; analysis of the new patient survey questions; analysis of medical costs (as measured by billing data) comparing different patient groups before and after starting to work with a care guide.

3. DESCRIBE ANY UNANTICIPATED RESULTS AND CHANGES MADE IN RESPONSE

Pilot study

We learned that telephone recruitment was difficult and that in-person recruitment after referral by providers was easy.

We initially asked patients to nominate a "key family member or friend" as a partner, but abandoned this idea after several expressed resistance or discomfort.

We did not anticipate how much importance patients would attach to seeing the care guides as peers, not wearing white coats, and easily accessible for informal visits in the waiting room.

The PACIC survey used in Phase 1 did not "scale" appropriately. Therefore for Phase 2 we created our own survey designed to identify patients who reported poor social support, doubts about their ability to make changes, difficulty communicating with their providers, or a weak attachment to their primary clinic or provider. The three phase 1 care guides worked with Drs. Wholey and White from the University of Minnesota to design the new questions. Responses to this new internally developed survey show good "scaling" and strong internal validity.

Phase 2 study

The two clinics in Hastings, MN, are about one block apart and in the process of merging. This process was not as far along as we expected; the clinics maintain a separate culture and clinical results track differently. Therefore we decided to analyze them as separate clinics, so the number of clinics is now 6.

We overestimated resistance to this new care model among both nurses and providers. Skeptics remain but their numbers waned and strong champions of this care model appeared in each clinic.

2. During a comprehensive data audit, we discovered an apparent reporting bias regarding eye exams in the 2 clinics without eye services on site. In these clinics, reports from non-Allina eye care providers were less likely to be scanned into the EHR and counted for control patients than for care guide patients. Therefore we are censoring eye exam data from these clinics.

One care guide left during the second half of the study, moving out of town. Two other care guides in her clinic divided her work without difficulty (care guide workload decreased once enrollment was finished). Care guides were also able to provide coverage for each other during maternity leaves. These experiences allow us to predict that outside a research setting, a care guide could serve a patient panel of 180-200 patients.

4. SHARING THESE RESULTS

Presentations at scientific meetings

Phase 1:

1. Minnesota Chapter of American College of Physicians, Rochester, MN October 2009
2. Minnesota Health Services Research Conference, Minneapolis March 2010
3. Academy Health Annual Research Conference, Boston, June 2010
4. National Primary Care Research & Development Centre Conference, Manchester, UK, July 2010
5. Medica-Total Cost of Care Conference, Minneapolis June 2011
6. Interpreting Practice and Research in Health Care, INGroup, Minneapolis July 2011

Phase 2:

1. Society for Studies in Organizing Health Care, Dublin, April 2012
2. Society of General Internal Medicine, Orlando, May 2012.
3. Academy Health Annual Research Conference, Orlando, June 2012
4. Health Sciences Research Network, Manchester, UK June 2012

Publications

Phase 1

Adair et al, "Care Guides: employing non-clinical laypersons to help primary care teams manage chronic disease". Journal of Ambulatory Care Management 2012;35:26-36.

Wholey et al, "Care Guides: an examination of jurisdictional conflict and role relationships in primary care". Under editorial review at Health Care Management Review

Phase 2

A Phase 2 manuscript tentatively titled "Care Guides: can trained laypersons help manage chronic disease? A randomized trial" is in preparation.

Adoption of the care guide model by Allina Hospitals & Clinics

Allina has decided to expand the care guide program and has created a center for care guide hiring, training, and management. Care guides are being trained to help patients with other chronic diseases (asthma, chronic lung disease, obesity, and depression) and patients who are frequently hospitalized. Allina's goal is for care guides to work with patients in every primary care clinic.

Collaboration with other health systems

We have shared our training curriculum and patient hand-outs with Hennepin County Medical Center in Minneapolis, a large health system in San Francisco, and with a Veterans Administration hospital in Portland, Oregon.

Website

We are building a website describing how to hire, train, and use care guides. It will include links to download patient educational hand-outs in English and Spanish, and our training curriculum. It will also include an introduction to the care guide role:

What is a Care Guide?

A new kind of health care worker

Designed to meet the needs of chronic disease patients

Supports both patients and providers

Building relationships

Daily presence in clinic

Located in waiting room, accessible

Culturally matched with patients

"I have time"

Efficiency

Focuses on struggling patients

Doesn't nag patients not ready to change

Uses electronic tools (printable for patients)

No competing duties

Can manage up to 200 patients

Recruitment

2 years college

No experience necessary

Empathetic, friendly, outgoing

Recognizes limits of role

\$16/h salary

Compared to other team members

Less expensive than nurses

Less training, different skills than medical assistants

Like a community health worker but in clinic

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

OK?

Please see attachment 6. We request that a portion of the unused grant be reserved to pay for ongoing services of research assistants Suhna Lee and Allison Shipley during manuscript preparation over approximately the next year.

6. DISTINGUISH ROBINA GRANT WORK FROM OTHER WORK AND FUNDING

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

7. SUMMARY

Clinical data collection is now complete for the Phase 2 trial. We were successful in hiring high quality supervisors and care guides, reaching full enrollment on time, randomizing 2135 patients without a glitch, and completing data collection as planned. We have been energized by bringing together team members with different professional skills from Allina and the University of Minnesota.

The diverse, economically challenged Phase 1 patients and the Phase 2 patients were doing relatively well by national standards, meeting about 2/3 and 3/4 of goals respectively at baseline. One way to present our results is to ask what percent of possible improvement was achieved. By this measure, patients working with care guides showed similar improvement in lowering unmet care goals, 28% in Phase 1 and 29% in Phase 2.

In Phase 2, the randomized control patients, cared for by the same providers as the patients working with cares, also showed substantial improvement, although less than the care guide patients.

Randomized control patients with diabetes in care guide clinics improved more than matched control patients in clinics without care guides, suggesting a generalized learning effect regarding evidence-based diabetes care in the care guide clinics.

Surveys indicate that the experience of working with care guides was a positive experience for patients from the start, and for most providers and nurses after a few months.

* Which patients benefit from working with care guides? ^①Patients with diabetes improved more than patients with hypertension. ^②Patients with more than one diagnosis improved more than patients with a single diagnosis. ^③Patients attending clinics where providers are paid on the basis of productivity improved more than patients whose providers were salaried. ^④Patients reporting good communication with their primary care provider improved more than their counterparts. Otherwise, the effect of care guides did not differ in patients of different age, different sexes, different types of insurance, different levels of education, different provider specialties, in clinics with or without a long history of provider feedback, in patients reporting more or less social support. This suggests a broadly effective strategy. ←

Always true

Are care guides cost-effective? In Phase 1, care guide salaries were entirely offset by reduced costs of hospitalizations or emergency department visits. In Phase 2, patients working with care guides had fewer hospitalizations than randomized control patients, but detailed economic analysis is not yet available. The average cost of a care guide in Phase 2 was \$363 per patient per year.

In summary, this work describes a new kind of health care worker in primary care clinics, one that is relatively less expensive than the nurses who traditionally have provided care management for chronic disease patients. We present evidence that using this care model can help patients and providers achieve evidence-based goals in many different settings. We hope this work will benefit clinicians, administrators, and health planners who are looking for more efficient styles of practice, and are developing team-based models of care.

We are grateful to the Robina Board members for selecting our project in the first place, for their financial support, for guidance in planning and completing this work, and for their advice on how to make our results widely known at a time when this country's health care system is being asked to improve care while spending less.

Respectfully submitted,

Richard Adair, MD
Jon Christianson, PhD
Kim Radel, MHA

Attachment 1. Enrollment diagram

Attachment 2. RCT results by diagnosis group

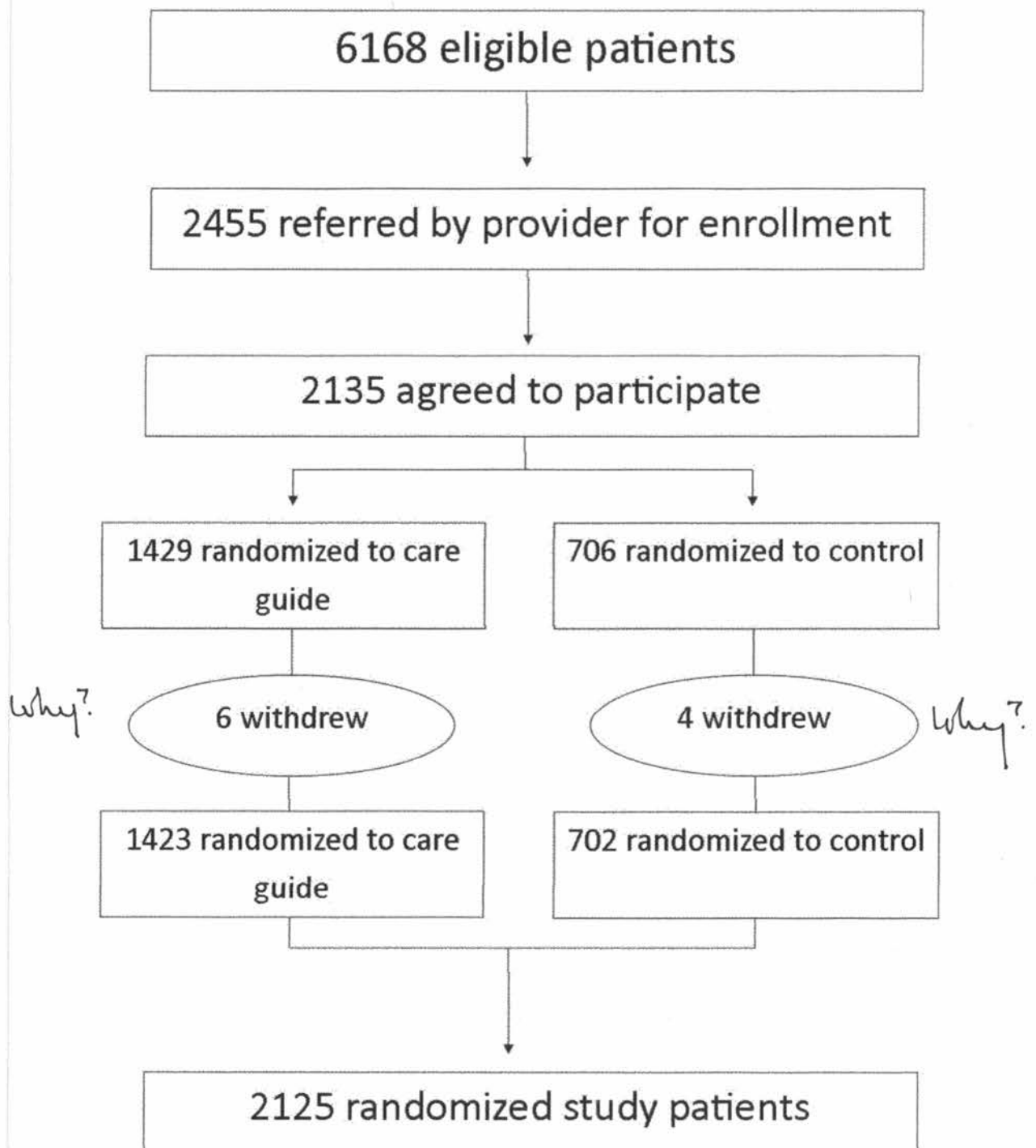
Attachment 3. RCT results by individual goals

Attachment 4. RCT results correlated with demographic factors and patient survey responses

Attachment 5. Case-control study results

Attachment 6. Expense report

Attachment 7. JACM article



Attachment 2

GOALS ATTAINED BY CARE GUIDE AND RANDOMIZED CONTROL PATIENTS

(controlling for baseline values)

Key: CG = care guide patients; RC = randomized control patients in same clinic

OR = odds ratio, the ratio of the odds of an event occurring in 2 different groups. An OR of 1.28 indicates a 28% greater chance of improvement in care guide patients than in randomized control patients.

95% CI = 95% confidence that the results are within this interval. Wide CIs indicate less reliable results (scattered values or small numbers.)

P = probability this result would occur by chance

<u>Groups compared</u>	<u>N</u>	<u>OR</u>	<u>95% CI</u>	<u>P</u>
CG: RC patients	2125	1.28	1.10 - 1.49	<.001
CG: RC patients with HTN	1723	1.24	1.05 - 1.45	<.001
CG: RC patients with DM	1365	1.39	1.18 - 1.64	<.001
CG: RC patients with CHF	122	<u>1.02</u>	.70 - 1.48	NS
CG: RC patients, single diagnosis	1099	1.12	.99 - 1.27	.07
CG: RC more than one diagnosis	1026	1.35	1.11 - 1.63	.03

Attachment 3

INDIVIDUAL GOALS ATTAINED BY CARE GUIDE AND RANDOMIZED CONTROL PATIENTS (controlling for baseline values)

Key: CG = care guide patients; RC = randomized control patients
HTN = hypertension; DM = diabetes; CHF = heart failure

<u>Goal (associated diagnoses)</u>	<u>N</u>	<u>OR</u>	<u>95% CI</u>	<u>P</u>
No tobacco use (HTN, DM, DHF)	2125	1.16	.58 - 1.5	.52
Systolic blood pressure (HTN, DM)	2100	1.03	.80 - 1.32	.85
Diastolic blood pressure (HTN, DM)	2100	1.04	.91 - 1.19	.57
Pneumonia vaccination (DM, CHF)	1419	2.84	1.86 - 4.35	<.001
HbA1c < 8.0% (DM)	1365	1.19	.97 - 1.45	.09
Retinal exam (DM)	1365	2.55	1.44 - 4.51	.001
Microalbuminuria check (DM)	1365	2.59	1.93 - 3.48	<.001
LDL < 100 mg/dl (DM)	1365	1.15	.82 - 1.61	.43
* ACEI/ARB if > 30 mg alb/g creat (DM) <u>Hard Goal to reach.</u>	419	<u>1.43</u>	.79 - 2.60	.24

Note: goals of ACEI use and of BB use (CHF with left ventricular dysfunction) both improved but numbers were too small to analyze.

* Medications for Bl. Press -
Prevent kidney failure

Attachment 4

FACTORS ASSOCIATED WITH IMPROVEMENT IN CARE GUIDE PATIENTS (multivariate analysis controlling for baseline values)

<u>Groups compared</u>	<u>OR</u>	<u>95% CI</u>	<u>P</u>
Male: female	0.90	.73 - 1.11	.33
Over 65: younger	1.03	.88 - 1.22	.48
HS or less: some post secondary education	.85	.67 - 1.09	.20
Medicaid insurance: other	1.13	.79 - 1.61	.50
<i>Family Practice</i> FP provider: IM provider	1.04	.66 - 1.65	.84
Little previous provider feedback: other	.97	.69 - 1.35	.85
Non-teaching clinic <i>Non-</i> teaching clinic*	1.26	1.18 - 1.35	<.001
Uncomfortable with provider: other	.86	.75 - 1.00	.049
Poor social support: other	.99	.93 - 1.06	.78

*Providers salaried, more time per patient

Attachment 5

GOALS ATTAINED BY PATIENTS IN CARE GUIDE CLINICS, AND BY MATCHED CONTROL PATIENTS
IN SIMILAR CLINICS WITHOUT CARE GUIDES (controlling for baseline)

Key:

CG = care guide patients in care guide clinics

RC = randomized control patients in care guide clinics

MC = matched patients in similar clinics without care guides

<u>Groups compared</u>	<u>OR</u>	<u>95% CI</u>	<u>P</u>
CG: MC all patients	5.97	.43 - 83.74	.11
CG: MC patients with DM	1.84	1.38 - 2.44	<.001
RC: MC patients with DM	1.61	1.19 - 2.19	<.001
CG: MC patients with HTN	1.19	.61 - 2.30	.53
RC: MC patients with HTN	1.11	.54 - 2.26	NS

Attachment 6

Phase 2 Budget for: Care Guides in the Primary Care Office							
Budget Category/Item				Proposed Phase 2	Actual Phase 2		
PERSONNEL	Base Salary	FTE actual	months	Jan 2010 - August 2012	Actual 2010	Actual 2011	Actual Jan - March 2012
Care Guides							
RCT Phase II	\$35,360	16	21	\$990,080	\$186,920	\$399,465	\$60,113
Project Management					\$175,328	\$228,827	\$51,994
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	\$226,567			
Assistant Project Coordinator	\$40,000	2.00	30	\$200,000			
Investigators					\$17,660	\$117,306	\$14,800
Principal Investigator: Adair	\$180,000	0.30	27	\$121,500			
Co-Investigator: clinic 1	\$180,000	0.20	27	\$81,000			
Co-Investigator: AMC	\$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/yr for 8 hrs	\$4,224			
Interviewing process (MD/project mgr)		\$ 70	32 hrs	\$2,240			
Translation Services	\$47,840	\$ 55	50hrs*4	\$11,000			
All Training personnel							
Technical & Analytic Support					\$114,002	\$35,153	\$4,728
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	\$115,770	\$188,377	\$36,422
Total Salaries and Benefits					\$609,680	\$969,128	\$168,057
University of MN Advisors				\$448,192	\$158,508	\$239,824	
Process Evaluation: Christenson, Wholey, White							
Health Economics: Town							
Research Assistant	\$35,360	2.0	7.5	\$44,200			
Personnel Total				\$3,880,677	\$768,188	\$1,208,952	\$168,057
ADDITIONAL COSTS							
Study Specific Clinic Visit Cost	\$115/visit		5,000 pts	\$575,000	\$498,684		\$765
Professional Meeting Attendance	ACP, AAFP, etc.		4 at each x 4	\$40,540			\$60,000*
Training Development				\$5,000			
Introductory video				\$15,000			
Communications Materials				\$20,000			
Patient & Family Advisory Council	1/qr	\$581		\$27,888			
Box lunches for training and QI				\$10,000			
Other combine expenses					\$55,906	\$15,738	
Furniture & Equipment, LCD projector	\$30,000/location	4		\$122,600			
Research Support: IRB + SPA				\$4,000			
Mileage	\$2,177		21	\$45,716	\$9,984	\$11,842	\$961
Additional Costs Total				\$865,744	\$564,574	\$27,580	\$61,726
*total estimated cost for conferences							
Phase 2 Project to Date				\$3,559,815	\$1,332,762	\$1,236,532	\$229,783
Total Phase 2 Project Costs				\$4,746,421	\$2,797,334		

\$1.5M

Amnt
remising?

Care Guides

Employing Nonclinical Laypersons to Help Primary Care Teams Manage Chronic Disease

**Richard Adair, MD; Jon Christianson, PhD;
Douglas R. Wholey, PhD; Katie White, EdD;
Robert Town, PhD; Subna Lee, MPA; Heather Britt, PhD;
Peter Lund, MD; Anya Lukasewycz, MD;
Deborah Elumba, RN**

Abstract: Lay persons ("care guides") without previous clinical experience were hired by a primary care clinic, trained for 2 weeks, and assigned to help 332 patients and their providers manage their diabetes, hypertension, and congestive heart failure. One year later, failure by these patients to meet nationally recommended guidelines was reduced by 28%, $P < .001$. Improvement was seen in tobacco usage, blood pressure control, pneumonia vaccination, low-density lipoprotein cholesterol levels, annual eye examinations, aspirin use, and microalbuminuria testing. Care guides served an average of 111 patients at an annual per patient cost of \$392. Further testing of this model is warranted. **Key words:** *care guides, care management, chronic disease, community health workers, primary care*

SPENDING FOR HEALTH CARE in the United States is higher than that in any other country but health outcomes are relatively poor (Schroeder, 2007). One contributing factor is that reimbursed care for chronic diseases is focused on acute late-stage com-

plications rather than early-stage preventive treatment (Schall et al., 2009). Estimates from the NHANES database indicate that 50% of hypertensive US adults have blood pressure readings more than the recommended goal of 140/90 (Egan et al., 2010). The number of patients with heart failure estimated to be receiving drugs to block the sympathetic nervous system has fallen in the last decade from 44% to 37%, and the number receiving drugs to block the renin-angiotensin system has fallen from 45% to 32% (Banerjee & Stafford, 2010), even though guidelines recommend these drugs for all patients with left ventricular systolic dysfunction.

One approach to improving care for patients with chronic disease has been care coordination or management by health care professionals such as nurses and certified medical assistants (Bodenheimer & Berry-Millet, 2009). Job titles for these workers include coordinators, navigators, assistants, case managers, and so forth. In successful programs, these care managers are usually

Author Affiliations: *Allina Hospitals and Clinics, Minneapolis (Drs Adair, Britt, Lund, and Lukasewycz and Ms Elumba); and School of Public Health, University of Minnesota, Minneapolis, Minnesota (Drs Christianson, Wholey, White, and Town and Ms Lee).*

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The authors have disclosed that they have no significant relationships with, or financial interest in, any commercial companies pertaining to this article.

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located in primary care medical offices and have some face-to-face contact with both patients and providers in addition to telephone or electronic contact (Bodenheimer & Berry-Millet, 2009; Peikes et al., 2009). Care management provided by registered nurses can be effective but is expensive, and it is unclear who will pay for it (Ayanian, 2009; Bodenheimer & Berry-Millet, 2009).

An alternative approach is employing lay community health workers such as *promotoras de salud*, lay advisors or navigators, or peer coaches, who are culturally similar to the patients served (Babamoto et al., 2009; Brownstein et al., 2011; Lewin et al., 2009). Some programs provide education and peer support by trained laypersons who have the same diagnoses as the patients (Heisler et al., 2010). Some of these workers are hired, at lower salaries than highly trained health professionals, while others are part-time volunteers (Doull et al., 2005; Witmer et al., 1995). These efforts are supported by national legislation (the Patient Protection and Affordable Care Act); in Minnesota, community health worker services are now eligible for Medicaid reimbursement (Rosenthal et al., 2010). Tasks assigned to these noncredentialed and nonclinically trained helpers are often limited, such as improving access to cancer care (Steinberg et al., 2006), teaching self-help techniques (Fu et al., 2003; Kennedy et al., 2007; Rhodes et al., 2007), or goal setting (Heisler et al., 2010), and are usually focused on a specific disease or problem. Community health workers can help overcome language and cultural barriers, but there is also evidence that patients learn some things better from peers than from health care professionals (Fu et al., 2003; Heisler et al., 2010). Although community health workers have some contact with nurses and doctors, they tend not to work with the primary care team in the day-to-day provision of care (Witmer et al., 1995).

We decided to combine the most successful features of nursing-based and community health worker-based programs by hiring laypersons culturally similar to the patient population in a primary care clinic, provid-

ing them with 2 weeks' training including an overview of the chronic diseases in the study, locating them in the clinic waiting room, and integrating them directly into the delivery of care by the primary care team. This way they could be *of* the community and at the same time *in* the clinic, bridging the gap for patients.

We convened a focus group of patients to choose a name for this kind of health worker, considering coach, navigator, assistant, community health worker, and so forth. This group quickly grasped the concept of shared responsibility and chose the name "care guide" because, as one put it, "a guide shows you the way but doesn't do it for you."

We aimed to keep the cost of this intervention low enough so that it could be sustained and implemented by small independent clinics. To maximize the number of patients served, care guides provided services only in the clinic and did not make visits to homes or community centers.

This report describes a proof-of-concept study of a cohort of 332 patients with chronic disease in one inner-city clinic who worked with care guides for 1 year. This study will be followed by a large randomized controlled trial in multiple clinic settings (clinical trials.gov #011569074).

METHODS

Design

We obtained funding for this project by applying to a private philanthropic organization in Minneapolis, the Robina Foundation, which awards grants on a competitive basis for projects in health care, law, and international relations that it deems "transformational."

A multidisciplinary team representing a large Minnesota health care delivery system (Allina Hospitals and Clinics) and the School of Public Health, University of Minnesota, met to design the care guide intervention. Meetings were chaired by the principal investigator, an experienced primary care internist. The following design goals were adopted:



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Care guides: using trained laypersons to improve chronic disease care

Richard Adair MD, Jon Christianson PhD, Doug Wholey PhD, Katie White EdD, Heather Britt PhD, Suhna Lee MPA, Kim Radel MHA, Deb Elumba RN, Sana Iverson RN, and Allison Shipley BA

Funded by the Robina Foundation, Minneapolis

Allina Health

Chronic disease in the U.S.

- Treatment is effective
- Many pts w/o evidence-based care
- High cost (morbidity, dollars)
- Reimbursement focused on end-stage complications

Allina Health

Team based care

- Chronic disease model (Wagner)
- Teamlet model (Bodenheimer)
- Community health worker model
- Patient-centered medical home

Allina Health

"Care guides"

- One task: helping chronic disease pts
- Tool: human relationships
- Team: patient, provider, care guide
- Adaptable to different settings
- Affordable

Allina Health

What is a care guide?

- A new kind of employee in clinic
- Patients selected name "guide"
- Relationships long term, face-to-face
- Easy to access
- Culturally matched
- "I have time"

Allina Health

Office in waiting room



Recruiting care guides

- Empathetic, friendly, outgoing
- 2 years college
- No experience required
- \$16 / hour salary

Allina Health

Training (2 weeks)

- HTN, DM, CHF basics
- How to shop for inexpensive drugs
- Where to find help
- EHR
- HIPAA, ethics, scope of practice
- Behavioral change, motivation

Allina Health

Compared to other team members

- Like community health workers, but integrated into clinic
- Less expensive than nurses
- Different skills than medical assistants

Allina Health

Efficient

- Can manage 200 patients
- Salary, benefits \$218 / patient / year
- Target patients not meeting goals
- Find patients ready to change

Allina Health

Care guides

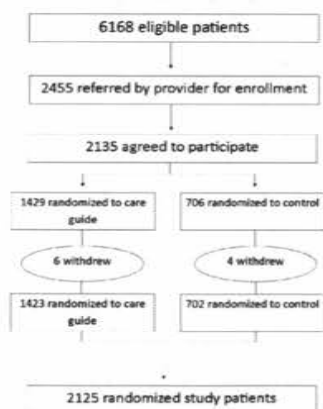


Pilot → Randomized Controlled Trial

- 6 primary care clinics
- FP/IM
- Urban/suburban/rural
- Variable use of other QI programs
- 6 month enrollment, 1 year trial

Allina Health

Enrollment



Primary endpoint

Fraction of care goals* met at 1 year

* Per JNC-7, ADA, AHA websites

Allina Health

Results (9 months)

- Well matched at baseline
- Logistic regression → odds ratios
- OR 1.28 = 28% better chance of meeting care goals if working with care guide

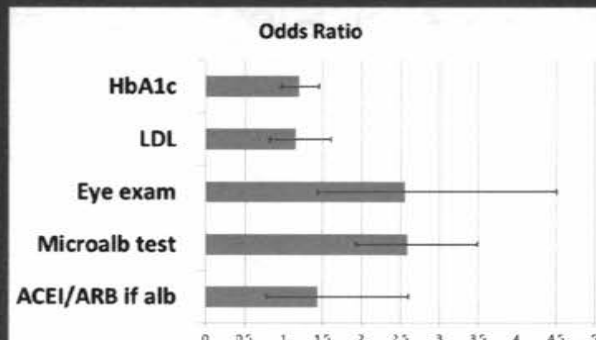
Allina Health

All goals, CG vs control

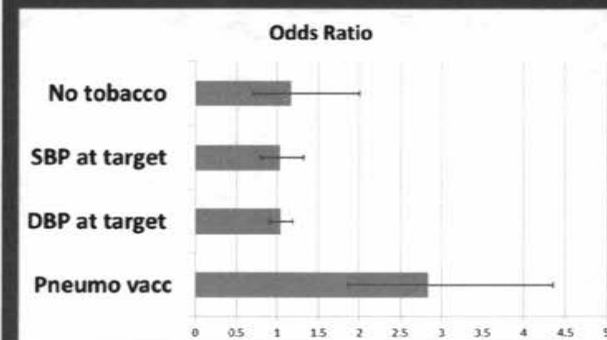
Group	OR	95% CI	P value
All pts	1.28	1.16 - 1.40	<.001
Pts with DM	1.38	1.25 - 1.52	<.001
Pts with HTN	1.20	1.08 - 1.33	<.001
Pts with CHF*	1.10	.62 - 1.41	.64
>1 diagnosis	1.35	1.11 - 1.63	.003

*N = 122

Diabetes goals, CG vs control



Other goals, CG vs control



Similar benefits

- Male: female
- Over 65: younger
- HS or less education: more
- Medicaid insurance: other
- FP provider: IM provider
- Little previous provider feedback: more
- Poor social support: good support

Allina Health

Conclusion

Care guides integrated into the primary care team can improve chronic disease care at a relatively low cost.

Allina Health

Care guides: using trained laypersons to improve chronic disease care

Richard Adair, MD
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Funded by the
Robina Foundation

Allina Health

Pilot study results

Goals met at 1 year: at baseline (p)

All goals	1.13	(<.001)
BP at target (HTN)	1.31	(<.001)
BP at target (DM)	1.07	(.60)
HbA1c (DM)	1.03	(1.0)

Allina Health

Case-control study

- 2125 randomized patients (CG, RC)
- 5326 patients in non-care-guide clinics (MC)

Group	OR	95% CI	P value
CG: MC (DM)	1.84	1.38 - 2.44	<.001
CG: MC (HTN)	1.19	.61 - 2.30	.53
RC: MC (DM)	1.61	1.19 - 2.19	<.001

Allina Health

Late Life Supportive Care Initiative

Robina Foundation Board Quarterly Report

April 2012

Important milestones early in the project include forming the Late Life Supportive Care project team, building key partnerships, both internally and externally, and connecting into Allina initiatives where appropriate. Critical work in 2012 includes the full design of the model, enrollment of pilot patients, early engagement efforts with Twin Cities Public Television (tpt), and agreement on the broad research and evaluation approach to the initiative in partnership with the University of Minnesota.

Launching the Work

The Core Team committed to advancing the work has been established – it includes the investigators and key operations leaders supporting the effort. This group convenes regularly and has established the high level timeline and expectations for design and pilot work in 2012. The team has presented the Late Life Supportive Care initiative to a variety of leadership teams across the system. (Refer to Appendix A – Executive Summary)

Building the Team

Substantial pre-work is necessary to develop the care model and ready study sites and staff for initiation of the research project. In addition to transitioning the Principal Investigator and Co-Investigators from their operational and clinical work, the following key personnel have been hired and on-boarded: an Operations Director, Clinical Project Manager, Research Manager, Research Coordinator, and Senior Scientific Advisor. Our next round of team members will include: Administrative Project Manager, Data Analyst, part-time Administrative Assistant, and two Clinical Site Managers. (Appendix B – Roles & Responsibilities)

Cultivating Advisors

We are in the early stages of developing the Executive Steering Committee, an internal committee of senior clinical and operations leaders at Allina. This group will both inform and be informed by the evolution of the initiative. In addition to an Executive Steering Committee, we will also launch a National Advisory Committee, comprised of experts in the late life arena to inform, critique, and enhance our efforts. Likely candidates include Eric Coleman, MD, Diane Meier, MD, and members of the Coalition to Transform Advanced Care. The purpose of the Patient & Caregiver Advisory Council is to make recommendations on the planning, implementation and evaluation of the late life supportive care model; a model based on meeting the needs, wishes and values of the patient and his/her caregiver(s). Select members of this group will be recruited to serve as members of our Executive Steering Committee. Also critical to the work is our partnership with the University of Minnesota research team. (Appendix C – Input & Oversight)

Designing the Model

A series of 3 full-day retreats were held in February and March to initiate design for the care model. A total of 23 individuals from Allina and the University of Minnesota gathered for this process, including caregivers, clinical care team members, core team members, organizational leadership, and Twin Cities Public Television staff. During the first session, each individual reflected on their own personal experiences of being a caregiver for a friend or family member. At the conclusion they were asked,

- "What was most difficult about the experience?" and
- "What was most rewarding about the experience?"

Through group exercises, the experiences were recorded and cataloged by palliative care domain. (*Appendix D - Data Collection*) The group discovered that its personal experiences spanned the full range of domains, and that many of the positive experiences were a result of supportive access within the patient's own family and faith community. This gave rise to the idea of a patient/caregiver evaluation based on intrinsic assets, rather than on deficits.

At the second retreat we focused on each of the domains of palliative care, working in groups to answer the question, "In reflecting upon this domain, what are the principles that should guide every interaction for patients, for caregivers, and for the care team?" A set of guiding principles was derived from these responses and presented to the group at its third retreat for further refinement. (*Appendix E - Overarching Guiding Principles*)

The design and development of the LLSC model will be informed by 8 workgroups. The Model Oversight Workgroup led by the research investigators will ensure continuity of the model build as the seven sub workgroups meet over the next several months to develop and provide the parts to the whole model. (*Appendix F - Workgroups*) **The workgroups include: business model, information services, person/family/inter-professional team development including education/training and communication, patient assessment and care plan, patient identification, recruitment and referral, and research and evaluation.**

Preparing for Research & Evaluation

The Research & Evaluation Workgroup is regularly convening in an effort to refresh the logic model upon which the initiative is based, as well as define a broader conceptual model that outlines the effects we anticipate the model will have on patients, caregivers, and care team members. Primary and secondary outcomes will be refined over the course of this design year, as well as process and programmatic evaluation measures and approaches established. (*Appendix G - Research & Evaluation Overview*) From the University of Minnesota, Drs. Jon Christianson, Doug Wholey, and Katie White, previously partners in the Care Guide work, are part of this team. New to the effort is Dr. Tetyana Shippee.

A series of three research ethics applications to the Institutional Review Board (IRB) will be part of the initiative – a formative application allowing for data collection during the early pilot phase, a pilot application allowing for data collection of pilot patients and families enrolled in the fourth quarter of 2012, and a full application for formal enrollment of patients and families in 2013 and 2014. Preliminary conversations with Allina's IRB staff have been launched.

Engaging the Community

Our primary community engagement partner, Twin Cities Public Television (tpt), has launched a series of listening sessions within the community, focused on the current and desired late life experience of patients and their family members. Regularly collaborative meetings are held every other week with the tpt team. Four listening sessions have been held with the community and two more are currently scheduled. In addition, tpt staff participated in and recorded the formative work at our internal retreats. As our efforts progress, tpt is making the video and audio recordings of all sessions available to the core team to constantly inform the design and development of the model.

Building Electronic Support Tools

Priority electronic health record elements and electronic information systems tools are being identified. We will employ a dedicated information systems project manager to oversee the development and launch of these tools. A plan is underway to launch an electronic health record/information systems workgroup that will engage patients, families, our community partners and system content experts. This

team will advise on the build out of Allina's electronic health record, Excellian, to accommodate evolving needs, as well as assist in creating additional electronic tools that are accessible across the continuum of care with the goal of sharing information with patients, their caregivers, and the care teams inside and outside of Allina.

Managing External Relationships

In addition to the above identified relationships, we are in the midst of developing a strategy to partner with additional external stakeholders to inform the model and our future interface with community assets. A series of "Domain Roundtables" will be held in an effort to better understand the informal social assets in the spiritual, cultural, social, legal/ethical, and psychological domains that we need to understand and with whom we will partner. Of note is our anticipated partnership with the University of Minnesota's Law School around the legal/ethical domain. We will also connect with others addressing late life issues locally, including the Citizens League and the Association for the Advancement of Retired Persons.

add.
media?

Establishing the Business Model

As noted above, a Business Model Workgroup is being launched. That team will both conduct a retrospective review of the utilization and expenses associated with individuals in their last two to three years of life, as well as develop a hypothetical business model for the new late life supportive care model that can be evaluated as patients are enrolled and utilization and costs accumulate. From a finance perspective, we are also completing contractual negotiations with Twin Cities Public Television and the University of Minnesota.

Communicating about the Initiative

In addition to the Star Tribune story, published on December 12, 2011, on the initiative, an internal announcement about the Late Life Supportive Care project has been released. Development of a comprehensive communications strategy, website, and other collateral is an ongoing part of the dialogue with the internal Marketing and Communications team at Allina, as well as with Twin Cities Public Television, and our external communications partner, Fellow.

status?

Financial Report

For the 1st quarter of 2012, expenses were as follows:

Account	Year to Date at 3/31/12
Salaries	82,509
Benefits	22,690
Supplies	225
Equipment	1,226
Travel	1,519
Food	926
TOTAL	\$109,095

Respectfully submitted,

Eric W. Anderson, MD, Principal Investigator

Late Life Supportive Care Initiative
Robina Foundation Board Quarterly Report
April 2012

Appendix A	Executive Summary
Appendix B	Roles & Responsibilities
Appendix C	Input & Oversight
Appendix D	Data Collection
Appendix E	Overarching Guiding Principles
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Appendix G	Research & Evaluation Overview

Robina Late Life Supportive Care Project: Executive Summary

The Vision for Late Life Supportive Care (LLSC):

- When our patients reach their last two years of life, Allina reaches out to them and their families to understand their goals and wishes. A trusted partner from the supportive care team works with other team experts to alleviate physical, emotional, and spiritual distress.
- The primary provider, whether in primary care or a medical specialty, helps the team take a unified approach in discussing treatment choices and prognosis.
- Wherever this patient receives care—in an Allina facility, in an affiliated residential setting, or at home—their goals and wishes are reliably employed to inform the plan of care.
- The patient's community is engaged as part of the larger care team, while the community at large is engaged in discourse about how we care for our loved ones in their later years.
- The research findings, based on the experiences of our patients, families, and care teams, help delineate the elements of the new care model at the national level, as we partner with a coalition of like-minded institutions.

The Barriers:

- Allina has developed some key elements of LLSC (e.g., ACE unit, Senior Care, Advance Care Teams, LTC partnerships, hospice, etc.) but lacks a commonly held vision of their integration.
- Reflecting this, patients and families have a poor understanding of supportive care services.
- For a variety of reasons, some cultural and some driven by reimbursement, late life care has become equated with hospice. As a result, patients are referred late, when clinicians feel they are "sick enough to need it." Serving a population with late life supportive care requires an entirely different approach to identifying and engaging patients.

The Aim of Late Life Supportive Care:

Reflecting the Institute of Medicine's Triple Aim:

1. Develop a model that delivers supportive care to individuals based on their wishes.
2. Actively engage eligible patients and their families to reach the appropriate population.
3. Demonstrate that the model is effective, scalable, and sustainable.

How will this be done?

- This initiative will target 400-500 individuals, residing in the Metro area, who have a diagnosis of stage III or IV cancer, heart failure, or Alzheimer's disease. They will be identified as having a life expectancy of between 6 months and two years, and are receiving treatment either through Abbott Northwestern Hospital or a partner senior care facility—Walker Methodist or Augustana Minneapolis.
- The care model will be developed and implemented with 20 test patients in 2012. It will open to full enrollment in 2013 and 2014. *Status?*
- Throughout the project we will partner with Twin Cities Public Television to engage both a public and an internal Allina dialogue around end-of-life care.

Late Life Supportive Care Team Roles & Responsibilities

Executive Sponsor: Penny A. Wheeler, MD, Chief Clinical Officer, Allina Hospitals & Clinics

- Provide executive guidance; facilitate system-wide communications
- Ensure that the demonstrated new care models are advanced in the organization, inform public healthcare policy, and propel other care redesign initiatives

Principal Investigator: Eric W. Anderson, MD, Palliative Care Provider, Allina Home & Community Services

- Overall leadership of the project including development of the supportive care plan, design of the assessment and re-assessment visits, associated clinical measurements and patient population selection
- Serves as the clinical lead for the Principal Investigator team and has authority and accountability around partnerships with primary care and specialty providers

Clinical Co-Investigator: Sandra E. M. Schellinger, RN, MSN, NP-C, Hospice and Palliative Care Nurse Practitioner, Allina Home & Community Services

- Operational lead for the Principal Investigator team; co-lead the development of the care model
- Authority and accountability around hiring and development of the Interdisciplinary Team, clinical project manager as well as clinical site managers
- Provide expertise on clinical processes and work flow as the intervention is developed and serve as a resource throughout the project on clinical-related issues

Research Co-Investigator: Heather Britt, MPH, PhD, Manager, Department of Applied Research, Center for Healthcare Research and Innovation

- Co-leader of research with the University of Minnesota School of Public Health team
- Leader of patient selection algorithm and oversight of the project evaluation protocol development, execution of data collection and analysis
- Provide leadership for writing, interpreting, publishing, and disseminating study results

Senior Scientific Advisor: Monica Frazer, MPH, PhD

- Monitor project activities and serve as expert and resource to the Research/Evaluation Team throughout the duration of the project
- Serve as liaison for research-related components between research and evaluation experts of Allina and University of Minnesota including data, Epic, evaluation and analysis

Operations Director: Kim Radel, MHA

- Overall operational accountability for project
- External face of project with Principal Investigator, maintains communications with internal and external stakeholders and partners

Administrative Project Manager: Marlene White

- Coordinates overall administrative efforts for the project e.g. retreat planning, organizational facilitation, meeting management, overall project planning
- Oversight of study contracts and fiscal management and HR matters including on-boarding of new staff
- Works as internal and external communications liaison (press releases, web development, print materials, presentation materials)

Clinical Project Manager: Deborah Elumba, RN

- Facilitation of operational design and implementation efforts of the care model
- Partner with the Clinical Co-Investigator for hiring and training development of Interdisciplinary Team and training of study site key stakeholders
- Provide leadership and management of the overall program initiative (including quality control, research, and clinical design)

Clinical Site Managers: (TBD)

- Assist with the hiring, training and ongoing mentoring of Interdisciplinary Team
- Overseeing day-to-day project activities at study sites
- Participate in intervention development and implementation
- Maintenance of critical study components (training curriculum, workflows, resources and referral material, team communication and working groups)

Research Manager: Alissa Jones, MHA

- Facilitate development and launch of data collection efforts
- Partner with Co-Investigator and Research team from the University of Minnesota for instrument design and selection, training and data collection development, and quality control

Innovation Design Specialist: Jess Roberts, MArch

- Lead design strategist
- Provide design support for care model design and implementation
- Provide support of system-level design and coordination

Evaluation Co-Investigator: Jon Christianson, PhD, Professor, James A Hamilton Chair, University of Minnesota School of Public Health, Division of Health Policy & Management

- Provide shared oversight with Research Co-Investigator and Evaluator Co-Investigator of the collection and analysis of all process data for the project
- Lead analysis of costs and utilization

Evaluation Co-Investigator: Doug Wholey, PhD, Professor, University of Minnesota School of Public Health, Division of Health Policy & Management

- Provide evaluation of Interdisciplinary team evolution and dynamics, focusing on the realistic evaluation of the causal mechanisms by which interdisciplinary teams achieve outcomes
- Co-direct the evaluation team with Research Co-Investigator, Heather Britt and Evaluator Co-Investigator, Dr. Jon Christianson

Evaluation Co-Investigator: Katie White, EdD, MBA, Research Associate, University of Minnesota School of Public Health, Division of Health Policy & Management

- Provide evaluation organizational development and qualitative research design and applications
- Lead qualitative research team data collection and analysis
- Facilitate Patient and Caregiver Advisory Council focus groups and key informant interviews

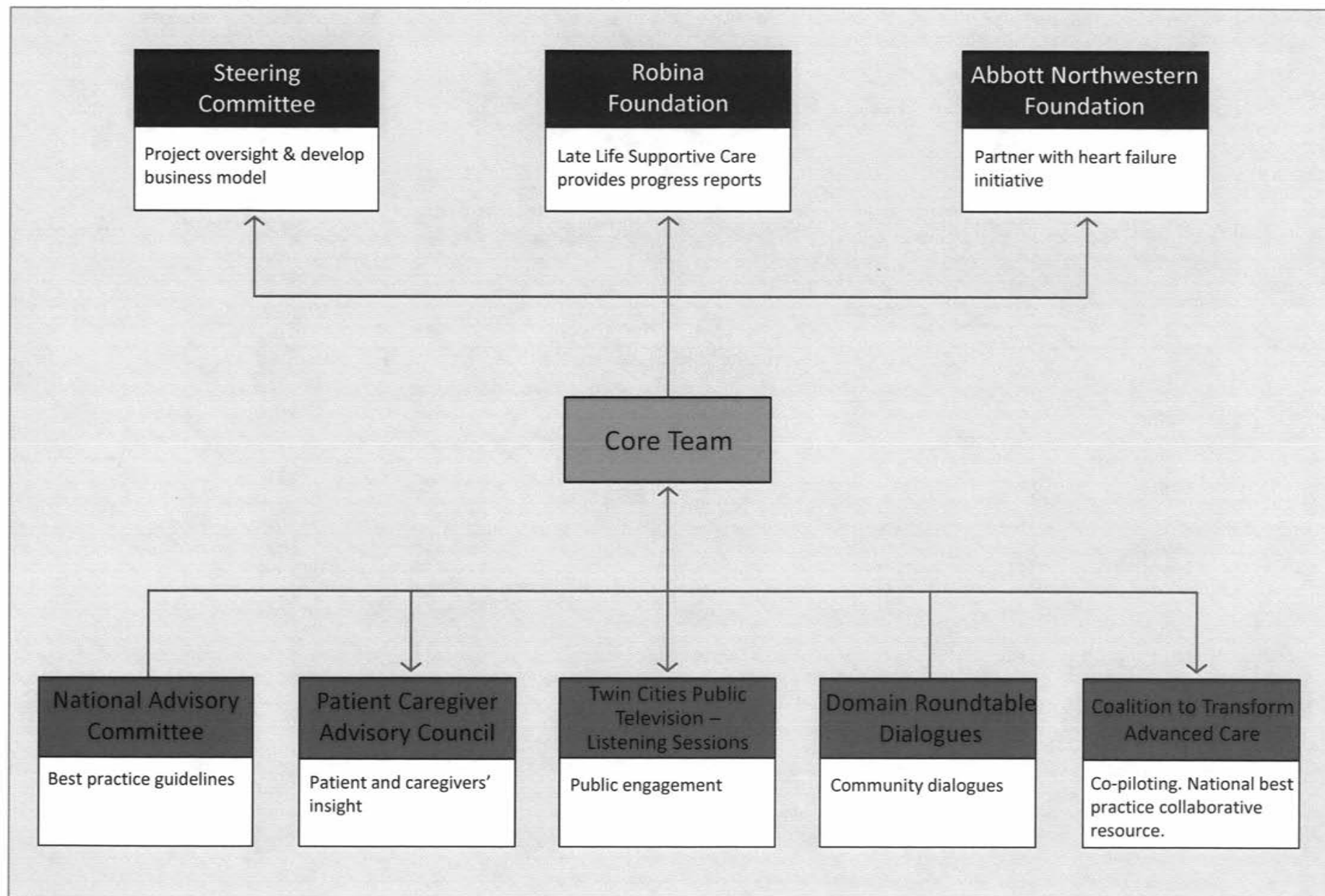
Evaluation Advisor Co-Investigator: Tetyana Shippee, PhD, Assistant Professor, Fesler-Lampert Chair on Aging, University of Minnesota School of Public Health, Division of Health Policy & Management

- Consulting research expertise matching interests and expertise as needed

In addition the team includes a Data Analyst and a Research Coordinator.

INPUT & OVERSIGHT

Inform, guide, and support care model design and development



DATA COLLECTED FROM FEBRUARY 17, 2012 LATE LIFE SUPPORTIVE CARE PROGRAM RETREAT

RESPONSE PREVALENCE BY DOMAIN

DOMAIN 1		DOMAIN 2		DOMAIN 3		DOMAIN 4	
STRUCTURE & PROCESS OF CARE	Response Prevalence	PHYSICAL NEEDS	Response Prevalence	PSYCHOLOGICAL & PSYCHIATRIC	Response Prevalence	SOCIAL	Response Prevalence
Lack of coordinated care	39%	High symptom burden	60%	Lack of patient and/or caregiver support	100%	Lack of patient and/or caregiver support	43%
Lack of patient and/or caregiver support	22%	Lack of access to care	20%			Family relationships strengthened	36%
Lack of knowledge and understanding	17%	Lack of patient and/or caregiver support	20%			Received needed care, resources and support	14%
Lack of communication from health professionals	17%					Cost of care	7%
Received needed care, resources and support	6%						

DOMAIN 5		DOMAIN 6		DOMAIN 7		DOMAIN 8	
SPIRITUAL/RELIGIOUS & EXISTENTIAL	Response Prevalence	CULTURAL	Response Prevalence	IMMINENTLY DYING PATIENT	Response Prevalence	ETHICS AND LAW	Response Prevalence
Spirituality gave comfort	38%	Lack of communication from health professionals	40%	Received needed care, resources and support	80%	Lack of patient and/or caregiver support	50%
Received needed care, resources and support	38%	Lack of knowledge and understanding	40%	Lack of patient and/or caregiver support	20%	Received needed care, resources and support	50%
Lack of patient and/or caregiver support	25%	Lack of patient and/or caregiver support	10%				
		Received needed care, resources and support	10%				

	Opportunities for Improvement
	Areas of Strength

DATA COLLECTED FROM FEBRUARY 17, 2012 LATE LIFE SUPPORTIVE CARE PROGRAM RETREAT

PREVALENT RESPONSES: ANALYSIS

	RESPONSE	OCCURRENCE	RATE OF FREQUENCY
Opportunities for Improvement	Lack of patient and/or caregiver support	21	30.9%
	Lack of coordinated care	7	10.3%
	Lack of knowledge and understanding	7	10.3%
	Lack of communication from health professionals	7	10.3%
	High symptom burden	3	4.4%
	Cost of care	1	1.5%
	Lack of access to care	1	1.5%
Areas of Strength	Received needed care, resources and support	13	19.1%
	Family relationships strengthened	5	7.4%
	Spirituality gave comfort	3	4.4%
	<i>Total Responses</i>	68	

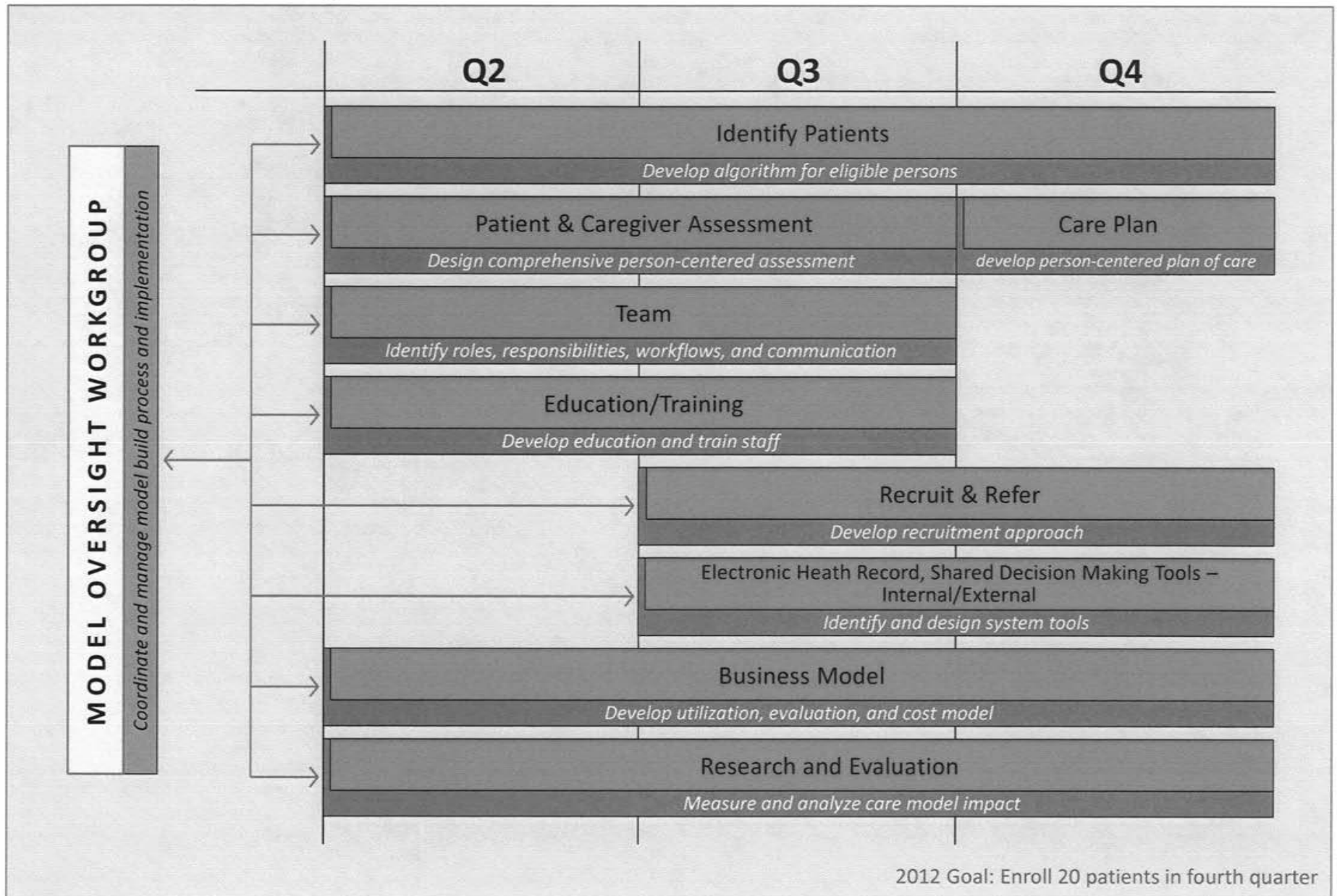
OVERARCHING GUIDING PRINCIPLES

Patient, Caregiver and Care Team perceptions of each stated principle:

GUIDING PRINCIPLES	PATIENT	CAREGIVER/KEY FAMILY OR FRIEND (KFF)	(CLINICAL) CARE TEAM
KNOW ME	• Treat me as an individual • Treat me as a "whole person"	• Treat me as an asset and as a whole person • Help me know my own strengths and weaknesses	• Attend to my emotional, spiritual and cultural needs so I can better help my patients' caregivers, patients' families and other team members
ASK ME	• Ask me what my goals, values and preferences are • Invite ongoing discussion about goals and preferences • Let me help define the care team	• Include me in the care plan • Let me help define the Care Team (this should also be in the realm of the patient) • Ask me what my needs are	• Ask me if I see myself as part of the extended web of support for my patients and their caregivers
LISTEN TO ME/HEAR ME	• Hear me and adjust my plan accordingly • Make sure I am comfortable with the option to continue adjusting throughout time • Let me define the care team	• Listen to my needs and concerns as I am going through something HUGE too. • Consider me the point person • Help me accept my role as caregiver team	• I have a continuous, easily communicated plan • I know the patient has been given the tools to make informed decisions
GUIDE ME	• Teach me • Help me understand • Be present with me and provide all options which may include doing nothing • Help me listen to and honor my own inner guidance • Help me listen to my own life • Guide me on my journey • Help me clarify my own wishes, values, beliefs and fears	• Educate me on how to deal with my loved one's needs • Help me know what to expect • Help me identify who and what my resources are • Help me listen to my own inner guidance	• I have the training and competencies I need to care for my patient • Help me navigate the resource options given my situation • Help me listen to my own inner guidance • Give me the courage, time, permission and skills for deep listening and presence
RESPECT ME	• Respect me as the center of the team • Honor my wishes under all circumstances • Respect me with your language • Respect me with your decisions • Respect my ability to change my mind	• Respect me as part of the team • Understand and respect me and my culture, value and beliefs • Respect the value I bring, which reflects the experience I have both past and present	• Respect me as part of the team
COMFORT ME	• Help tend to my grief and loss	• Help me cope with my new role	• Help me cope with stress, struggles, grief and loss • Bereavement support
SUPPORT ME	• I need rapid access to resources: physical, emotional, spiritual and cultural • I need the right help/support at the right time • Treat me like other people	• I need rapid access to resources • I need one point person to contact who has the capacity to address my needs	• I need rapid access to resources • Give me tools to accurately assess my patient and caregiver's emotional, cultural and spiritual needs • Help me support my patient's wishes in conflicts with loved ones and conflicts within the care team

WORKGROUPS

Care model design and development structure



RESEARCH & EVALUATION OVERVIEW

- **Research: Primary and Secondary Outcomes**
 - Combination of patient/caregiver-centered, care team-centered, and system-centered outcomes
 - For a subset of outcomes, a comparison population is available (i.e., 'late life supportive care' vs. 'usual care')
 - For remaining outcomes, the trajectory will be examined, as well as differences by condition
- **Evaluation: Process Measures**
 - Infrastructure assessed
 - Program implementation described
 - Fidelity to model understood

PRIMARY OUTCOMES

Hospice Enrollment

- Assessed via electronic health record
- Comparison to similar patients

Hospice Days

- Assessed via electronic health record
- Comparison to similar patients

Inpatient Days

- Assessed via electronic health record
- Comparison to similar patients

Patient Goals & Wishes Honored

- Assessed via new tool
- No comparison, trajectory examined

SECONDARY OUTCOMES

Patient & Caregiver Experience

- Assessed via standard tool
- No comparison, trajectory examined

Patient & Caregiver Quality of Life

- Assessed via standard tools
- No comparison, trajectory examined

Access & Coordination

- Assessed via standard tool and new tool
- No comparison, trajectory examined

Care Team Wellbeing

- Assessed via standard tools
- Comparison to similar sites

Total Cost of Care

- Assessed via electronic health record
- Comparison to similar patients

PROCESS MEASURES

Infrastructure Development

- Eligible patients automatically identified
- Protocol, instruments for assessment developed
- Protocol for team review developed
- Protocol, tools for shared decision-making developed
- Training curriculum established and implemented
- Referral and support process established, automated

Program Implementation

- Number of patients identified, referred
- Engagement of clinical team in referral, assessment
- Completion of assessment, reassessments
- Team reviews completed, care team communication
- Shared decision-making processes completed
- Action steps completed with internal and external partners
- Documentation of barriers, facilitators to components

Council on Foreign Relations Online Video Project

Interim Report to the Robina Foundation

Project Director: **David Kellogg**, *Chief Information Officer and Publisher*

Reporting Period: October 1, 2011 – March 31, 2012

Report Due: April 26, 2012

Executive Summary

The Council on Foreign Relations (CFR) online video project seeks to leverage the growing demand for online video by using this new communication channel to maximize the impact of the work of CFR's International Institutions and Global Governance (IIGG) program and of CFR more broadly.

In the first six months of the project, CFR has focused on: (1) equipping CFR staff with the skills and tools to exploit the potential of video; (2) implementing tools that will allow CFR to track the reach and impact of the project; (3) improving the production value and content structure of new video series; and (4) delivering CFR's video products more effectively to its constituencies. CFR has produced 50 videos during this time period, which are listed in the appendix below.

In the coming weeks, CFR will engage a consultant to enhance the multimedia team's implementation of best practices in directing and producing online videos. CFR will also focus on implementing updates to CFR.org, CFR's website, to include a video 'hub' featuring all CFR videos and enable series-specific distribution and subscription. Finally, CFR will aggressively market the online videos to target audiences by developing and deepening relationships with major media portals as well as educational institutions.

In the first six months, the Robina Foundation's investment in CFR's online video project has enabled CFR to significantly improve the quality of the production, branding, and distribution of its videos. These improvements are critical to building the number and quality of the audience – especially among students -- because in the online environment, only content that is instantly recognizable and unquestionably authoritative will break through the clutter of other content competing for the viewer's attention. Such improvement could not have happened at this pace

without the foundation's generous support, and we look forward to reporting on our continued progress over coming months.

1. Briefly outline your original goals and objectives as stated in your proposal, summarize your progress in meeting these goals and objectives, and describe how you will be measuring the concrete outcomes and impact of the project.

The principal goal for the project is for IIGG and CFR to broaden and deepen target audiences' connection with and consumption of ideas and analysis by mastering the new medium of online video. The project does this by equipping IIGG and CFR staff with the necessary tools and skill sets to ensure that CFR's online videos are of the highest professional quality; producing a robust set of online video offerings; and successfully marketing the videos via major news portals, ramping up IIGG's and CFR's already extensive use of social media, and exploiting CFR's existing ties with colleges and universities.

In the first six months of the online video project, CFR has made substantial progress on all of these objectives.

(1) Equipping CFR staff with the skillsets and tools to use video effectively

- All of CFR's online video offerings adhere to the highest professional quality standards. The videos are developed and produced in cooperation with CFR's experts and under the guidance of CFR's editorial team. To meet industry best practices, CFR has taken significant steps to upgrade its studios in New York and Washington, DC, which now each feature two HD cameras and all necessary supporting equipment such as tripods, switchers, and lighting. The introduction of a two HD camera setup in each of the two CFR studios has increased the production and engineering staff's ability to use video more effectively and efficiently. The two-camera setup now allows the producers to use a clear and crisp zoomed-in isolated shot of each of the speakers, which makes for a clearer visual experience for the viewer. For example, the recent video interview titled Global Governance in a Changing World, conducted as part of The Internationalist video series hosted by Stewart Patrick, Director of CFR's International Institutions and Global Governance Program, makes use of the new two-camera setup and clearly exhibits the benefits of this new setup over the previous setup, which can be seen, for example, in an earlier interview with Secretary of Homeland Security Janet Napolitano, shot with just a single camera.
- Having two isolated shots of the interview host and guest also significantly shortens the editing process, thereby increasing the producers' output capacity and allowing CFR to create more compelling content.
- Building on these initial studio enhancements, CFR will invest in additional studio upgrades in both its New York headquarters and Washington, DC office with the goal of updating the look and feel of the studios to communicate CFR's recognized authority as a trusted source of nonpartisan policy analysis in the current visual context that online consumers expect.

SP
interviews
of
attendees
at
CoC

- CFR has also installed a teleprompter in both studios. This has already noticeably improved participants' on-camera performances and substantially shortened preparation and production time for both participants and producers.
- In addition to training participants on the use of the new teleprompters, CFR's experienced producers work with contributors to provide guidance on the video formats, train staff in conducting archival photo and footage research, and develop skills in framing the structure of video segments and writing video scripts and accompanying text elements. The progress CFR videos have made is readily apparent when comparing Nigeria video briefings taped in late 2010 with CFR's Africa expert John Campbell to the recent Egypt video briefing by CFR's Middle East expert Steven Cook.
- We have identified consultants who will further hone the producers' production and training skills. The initial consulting engagements will be completed by the end of the project's first year (September 30, 2012).
- CFR has also engaged an expert motion graphics design agency to develop on-screen titles and branded intros and series identifiers. These graphics will ensure that the video content being viewed is associated with the authority of the CFR brand, and are particularly important since often this content is not viewed on CFR.org. The graphics will also serve to inform viewers that any particular video is part of a series, and invite viewers to engage with additional installments of that series as well as other CFR video offerings. The graphics will thereby help increase viewer engagement and develop repeat-user loyalty.

(2) Developing a robust set of online video offerings

- CFR's multimedia team authored a detailed video strategy that focuses on serving an ever-expanding audience looking for a trusted source of information on and analysis of international affairs and U.S. foreign policy, including policymakers, policy advisers, journalists, educators, students, issue or region interest groups, and general international news consumers.
- The video strategy identifies the development of online video series, as opposed to one-off videos, as the optimal approach for IIGG and CFR to reach these audiences. Series of videos are published at regular intervals such as on a specific day of the week, feature a recurring topic or theme, a standardized format, and a regular host when possible. This approach will allow CFR to tailor video series to various constituencies, promote and enable viewer retention by allowing viewers to subscribe to content types and topics (through RSS, YouTube, and iTunes subscriptions), support marketing and distribution efforts much more successfully, regularize production and editorial schedules to ensure efficiency, and support and enhance IIGG and CFR as a video channel destination online.
- In line with this strategy, CFR has developed a suite of online video offerings, including: "The Internationalist," a series hosted by Stewart Patrick, Director of CFR's International Institutions and Global Governance Program, dedicated to in-depth discussions about leveraging multilateral cooperation to meet today's transnational challenges; "Breaking Analysis," a series featuring CFR and IIGG fellows analyzing major news developments; "Campaign 2012 Video Briefings," a series dedicated to providing context for the primary foreign policy issues debated in the 2012 U.S. presidential race; and "Lessons Learned," a series hosted by James M. Lindsay, CFR's Senior Vice President and Director of Studies,

which explores historical events and examines their lessons for foreign relations today, and more.

- The format for each distinct series is tailored to enhance the content and subject matter and maximize efficiency. For example: analysis of breaking news events is formatted to ensure quick turnaround and timely distribution to audiences and media partners; exploration of historical events such as Nelson Mandela's release from prison, the Bay of Pigs invasion, and the Tet Offensive, are accompanied by archival photos, footage, and sound bites from the event discussed such as Mandela's speech from the dock or President John F. Kennedy's address on the situation in Cuba, which help bring the past to life, leveraging the full force of the video medium; complex analysis of international trends is broken down into a list format to ensure clear messaging and is accompanied by visual information graphics; and interviews are now filmed using two HD cameras, which visually support the conversation between host and guest, providing a more professional and dynamic presentation.

(3) Tracking the reach and impact of the project

- In order to take advantage of YouTube's built-in robust metrics analytics tools, CFR has implemented the YouTube player across CFR's website and most recently on the CFR.org homepage. Using the YouTube player as the primary distribution mechanism also allows CFR to take advantage of YouTube's constantly advancing video technology, the inherent embedding and sharing capabilities, as well as the access to YouTube's vast and growing audience.
- YouTube's metrics tools allow CFR to track not only views on YouTube and CFR.org, but also anywhere else the video is embedded. This provides tremendous and unparalleled insight into viewer behavior, preferences, and trends. CFR has also dedicated time and resources to analyzing these metrics and translating them into recommendations regarding best practices and course corrections to ensure maximum reach and impact. Some preliminary findings are discussed in the following section.
- Initial metrics from the first six months of the video project reveal a substantial demand for short-form videos, as well as substantial opportunities for growth in viewership and audience building. There are several metrics that CFR will be using to track success of the project. The first is growth of average views per video and per series on all platforms. Early success here includes the video on Nelson Mandela's release from prison in the new "Lessons Learned" series with James Lindsay, which in the first eight weeks generated over 2,300 views, significantly above the past average viewership for CFR videos. ⁽²⁾ Repeat visits and growth of a loyal audience among IIGG's and CFR's target constituencies are another goal, and the best concrete measure of this is the number of individuals who subscribe to the video feed. Here again, early indicators are positive, with a significant (75%) jump in subscribers in the first half-year of the project.
- Focusing on the critical target audience of educators, CFR conducted a survey to evaluate the interest in and use of video materials among high school and university level educators. While we will defer a definitive analysis until all data have been collected, initial results indicate universally high interest in incorporating videos into classroom assignments. Respondents have reported that they are now regularly incorporating video materials in their teaching, including some produced by CFR. In addition to the survey, CFR has

received feedback from educators at the university level through various channels praising the video content and mentions of CFR videos being used in classrooms at universities including Harvard, Pepperdine, and Princeton.

- A Pepperdine faculty member wrote praising a video in the “Lessons Learned” series: “I wanted to give you some feedback on your excellent YouTube video on the sarin attacks on Japan. I used the video as the introduction and set-up for a class discussion of this event and the broader issue of CBW, and it was excellent. Keep up the good work!”
- A staff member at the Nixon Center wrote of another “Lessons Learned” segment on Nixon’s trip to China: “Thanks for sharing. The video was great! I’ve sent it to some History Day students who found it very useful.”
- Additional surveys focusing more specifically on the reach and impact of CFR videos are planned for later this year.

(4) Delivering CFR’s video content to target constituencies

- CFR has developed and begun to implement a detailed marketing and outreach strategy aimed at maximizing the distribution of CFR’s videos, particularly to target audiences. The strategy is focused on: marketing CFR’s online videos to major news portals, including TheAtlantic.com, ABC News, NPR, CNN Global Public Square, the *Washington Post*, the Huffington Post, RealClearPolitics.com; exploiting CFR’s extensive existing ties with colleges and universities; and accelerating IIGG’s and CFR’s already extensive use of social media.
- Leveraging CFR’s social media presence, most of CFR’s video series have been designed in coordination with CFR’s established and successful blog offerings, including IIGG’s blog, The Internationalist. The intertwining of the blogs and the video series allows the already interested and engaged blog audiences easy exposure to the new video series, and also brings in a new audience to the already established blog franchises. This further serves to enhance the brand and avoid duplication of marketing efforts and audience splitting.
- The designed graphic titles and introductions for videos mentioned above will also help support CFR’s video distribution efforts by associating the videos with and leveraging CFR and IIGG’s renowned brands. These graphics will enhance brand awareness across platforms, and are particularly crucial given that most viewing of CFR video content does not occur on CFR.org.
- CFR plans to undertake additional steps to further expand the reach to target constituencies, including introducing changes to CFR.org’s functionality, website architecture, and design. These changes will help facilitate the conversion of one-time viewers into recurring viewers, thereby developing a robust audience for each video series and for CFR video as a whole. These developments will also increase the likelihood and ease with which a one-time viewer could become a subscriber and receive regular updates whenever new installments are published. This is particularly important since viewer trends indicate that audiences often consume video content by subscribing to feeds through iTunes, YouTube, and RSS.



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

CFR has learned a lot from its experimentation with a variety of formats and setups, including single camera shoots, two-camera shoots, and shoots outside the studios, interviews with one or multiple guests, incorporation of archival materials, testing different hardware and software, testing lighting, use of captions on videos and translation subtitles. The team has also learned and continues to learn from viewership trends and feedback from constituencies such as educators and members of the media.

Implementing all of these lessons learned to date, the team will continue to tailor certain formats and practices to specific subject matter and target audiences. The team stays informed of best practices and technical developments and will continue to adapt CFR's video strategy and practices as needed.

Following are some of the lessons learned and the steps taken by CFR in response:

- After we learned that it was difficult for some contributors to memorize complex scripts, CFR introduced the use of a teleprompter in both studios. This has been a welcome change and has not only improved participants' delivery but has also made video preparation and production more efficient.
- CFR has seen that a large proportion of CFR videos are accessed or viewed on blogs or websites that have embedded CFR video content, not on CFR.org itself. This has clarified the need to associate all CFR videos with the CFR brand and inform viewers that additional content is available on CFR's YouTube channel and CFR.org. CFR has implemented the use of embedded links back to these destinations, which follow the videos wherever they are displayed. CFR has also commissioned a graphics package to better identify the videos with CFR's brand, as discussed above. Finally, CFR has endeavored to build on this trend and encourage bloggers and media portals to embed CFR videos through forging formal relationships as well as one-time outreach campaigns.
- Discussions with media contacts as well as recent metrics indicate a substantial appetite for authoritative analysis on breaking global developments. CFR has developed a dedicated video series designed to meet this need. CFR has also put in place new planning practices that account for major scheduled events that warrant coverage, such as global summits, elections, or missile tests, and also respond quickly to unanticipated events.
- The project team has observed that upon the release of new CFR video a large amount of the initial traffic is driven from social media platforms such as Facebook and Twitter. In order to amplify the impact and reach of these videos, CFR systematically posts CFR video content on social media sites as soon as it is published and encourages debate on these platforms as well as on CFR blogs. CFR also reposts previously published videos on various social media channels if they are relevant to breaking or developing news stories.

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

Financial Statement
Robina Foundation
October 1, 2011–September 30, 2012

Year one award	\$419,750
Direct expenses as of March 31, 2012	\$212,500
Direct expenses expected by September 30, 2012	\$152,500

	Year one budget	Actual expenses to date
Multimedia production and engineering staff salaries and benefits	\$185,000	\$92,500
Professional video training (Outside Consultants)	\$50,000	\$0
Motion graphics design (Outside design agency)	\$30,000	\$20,000
Cameras and other equipment	\$100,000	\$100,000
Total Direct Costs	\$365,000	\$212,500

- The remainder of the funding allocated to cover multimedia production and engineering staff salaries and benefits will be applied proportionally through the remainder of the first year of the grant.
- We have identified and are in the process of engaging suitable consultants that will help equip CFR staff with the skills and tools needed to use video effectively. Working with the outside consultants, CFR's multimedia team will work to implement best practices in directing and producing online videos. The initial consulting engagements will be completed before the end of the first year of the grant, September 30, 2012.
- We expect to fully expend all year one funds by the close of the first year of the grant, September 30, 2012.

Appendix: Videos Produced October 1, 2011–March 31, 2012

Campaign 2012 Video Brief: India

March 29, 2012

The winner of the 2012 U.S. presidential election must be prepared to deal with a potential reemerging crisis between India and Pakistan, engage with India over its relations with Iran and interests in Afghanistan, and face an upcoming leadership transition in the country, says CFR's Daniel Markey.

Lessons Learned: LBJ Announces He Will Not Seek Reelection

March 27, 2012

CFR's James M. Lindsay remembers President Lyndon B. Johnson's announcement on March 31, 1968, that he would not seek reelection, and discusses the damage that foreign policy can do to a presidency.

The Arab League Summit: Three Things to Know

March 26, 2012

This week's Arab League Summit in Baghdad presents questions about the organization's role in a changed Middle East, the durability of Assad's regime in Syria, and Iraq's security and regional ties, says CFR's Ned Parker.

Campaign 2012 Video Brief: Defense

March 22, 2012

The winner of the 2012 U.S. presidential election will have to determine the scope of defense policy ambitions under strong pressure to restore domestic economic solvency, which will "overshadow" policy questions, says CFR's Richard K. Betts.

Lessons Learned: Tokyo Sarin Gas Attack

March 20, 2012

CFR's James M. Lindsay remembers the sarin gas attack on Tokyo's subway on March 20, 1995, by a religious cult, and discusses how technological advances increasingly mean that governments are no longer the only ones capable of inflicting mass destruction.

Campaign 2012 Video Brief: United Nations

March 15, 2012

The winner of the 2012 presidential election will continue to rely on the UN as a foreign policy tool to serve U.S. interests, but navigating the U.S.-UN relationship will be one of the president's biggest foreign policy challenges, says CFR's Stewart M. Patrick.

Beyond the BRICS

March 14, 2012

A second tier of middle-income powers is emerging beyond the BRICS alliance of Brazil, India, China, Russia, and South Africa. CFR's Stewart M. Patrick discusses how these countries complicate traditional conceptions of East vs. West and developed vs. developing nations.

Lessons Learned: Hitler's Rearmament of Germany

March 13, 2012

CFR's James M. Lindsay remembers Adolf Hitler's announcement in 1935 that he would reintroduce conscription in Germany, and discusses instances when a country should be confronted rather than accommodated.

Arab Spring and Women's Rights

March 8, 2012

On International Women's Day, Minky Worden of Human Rights Watch discusses why women are losing in the movement for change in the Arab uprisings and how the international community can help.

Campaign 2012 Video Brief: Africa

March 8, 2012

The winner of the 2012 U.S. presidential election will risk "unpleasant surprises" if he fails to pay sufficient attention to Africa, says CFR's John Campbell.

Lessons Learned: The Firebombing of Tokyo

March 6, 2012

CFR's James M. Lindsay remembers the firebombing of Tokyo during World War II and discusses the destructive power of conventional weapons.

Campaign 2012 Video Brief: North Korea

March 1, 2012

North Korea may be on the verge of a "transformative moment," which will require the time, attention, and resources of the winner of the U.S. presidential election, says CFR's Scott Snyder.

The UN Human Rights Council: Five Things to Know

February 28, 2012

The UN Human Rights Council is emerging as an increasingly relevant player in the Syrian crisis. CFR's Stewart M. Patrick highlights five things to know about the revived global human rights forum.

Lessons Learned: The Articles of Confederation

February 28, 2012

CFR's James M. Lindsay remembers the ratification of the Articles of Confederation and discusses the difficulty inherent in writing a workable constitution.

Protests Over Quran Burning May Spread Beyond Afghanistan

February 24, 2012

The protests sweeping Afghanistan over the burning of Qurans at a U.S. base may spread to other Muslim countries unless U.S. and NATO officials act swiftly, says CFR's Ed Husain.

Campaign 2012 Video Brief: Climate Change

February 22, 2012

The winner of the U.S. presidential election will face at least three sets of climate challenges including reducing U.S. greenhouse gas emissions, facing international pressure, and developing climate-friendly technology, says CFR's Michael Levi.

Lessons Learned: Japanese-American Internment During WWII

February 21, 2012

CFR's James M. Lindsay recalls the internment of Japanese-Americans during World War II and discusses the balance between civil liberties and national security.

Five Things to Know About the G20

February 15, 2012

As Mexico prepares to welcome the first meeting of G20 foreign ministers this weekend, CFR's Stewart M. Patrick highlights five things to know about the world's steering body for global financial cooperation.

Video Brief: International Trade

February 15, 2012

The winner of the 2012 presidential election faces an important leadership test on trade, which will have challenges and opportunities, says CFR's Thomas Bollyky, including leveling the playing field with China and finalizing the Trans-Pacific Partnership.

Lessons Learned: Richard Nixon Goes to China

February 14, 2012

CFR's James M. Lindsay remembers Richard Nixon's historic trip to China in 1972 and discusses the importance of diplomacy in international relations.

Two Ways to Ease U.S.-China Economic Tensions

February 13, 2012

The U.S. visit of Vice President Xi Jinping occurs at a time of resurfacing tensions over trade and China's currency, says CFR's Sebastian Mallaby, but there is a formula for resolving each problem.

Campaign 2012 Video Brief: Energy

February 8, 2012

The winner of the presidential election will face at least three sets of energy challenges: continuing to reduce oil dependence, increasing U.S. supplies sustainably, and addressing acute crises such as supply disruptions, says CFR's Michael Levi.

Palestinian Unity Deal in a Changing Middle East

February 8, 2012

The Hamas-Fatah unity deal reflects Palestinian efforts to find new patrons and new sources of support in the region, says CFR's Robert M. Danin.

Lessons Learned: Nelson Mandela's Release from Prison

February 7, 2012

CFR's James M. Lindsay discusses Nelson Mandela's release from prison in February 1990 and his subsequent rise to the presidency to show how individuals shape history.

R2P in Crisis Following UN Syria Vote

February 6, 2012

The Russian and Chinese veto of a UN Security Council resolution calling for an end to violence in Syria calls into question the viability of the Responsibility to Protect doctrine and poses a dilemma for the Obama administration, says CFR's Stewart Patrick.

The New Afghan Combat Timetable

February 2, 2012

The newly announced U.S. plan to end its combat mission in Afghanistan by mid-2013 could make it more difficult to realize the chief goal of helping Afghan national forces become self-sufficient, says CFR's Stephen Biddle.

Campaign 2012 Video Brief: Latin America

February 2, 2012

Drug trafficking, changing immigration trends, and rising economic opportunities are the major issues the winner of the 2012 U.S. presidential election faces in dealing with Latin America, says CFR's Shannon O'Neil.

Iran and the U.S.-Saudi Relationship

February 1, 2012

The U.S.-Saudi relationship has become increasingly strained since the onset of the Arab awakening, and Iran's nuclear ambitions could pose further challenges, says expert F. Gregory Gause III.

Lessons Learned: The Tet Offensive

January 30, 2012

CFR's James M. Lindsay recalls the 1968 Tet Offensive in Vietnam and the importance of managing public expectations amid major foreign policy initiatives.

Campaign 2012 Video Brief: Afghanistan

January 26, 2012

The winner of the 2012 U.S. presidential race will have to make critical decisions on Afghanistan, including how to support and fund Afghan forces as well as possible concessions to the Taliban, says CFR's Stephen Biddle.

Limits of EU's Iranian Oil Embargo

January 24, 2012

The European Union's embargo on Iranian oil may bring Iran to the negotiating table but is unlikely to halt its controversial nuclear program, says CFR's Matthew Kroenig.

Lessons Learned: The Seizure of the USS Pueblo

January 24, 2012

CFR's James M. Lindsay remembers the seizure of the USS *Pueblo* in 1968 and discusses the idea that raw power does not always ensure success in foreign policy.

Campaign 2012 Video Brief: Israeli-Palestinian Peace Process

January 20, 2012

The next president will be forced to address the Israeli-Palestinian conflict in "a different Middle East context," as possible leadership transitions on both sides as well as ongoing regional changes will affect the context in which the peace process is pursued, says CFR's Robert M. Danin.

Lessons Learned: John F. Kennedy's Inaugural Address

January 19, 2012

CFR's James M. Lindsay remembers John F. Kennedy's inaugural address and discusses the importance of balancing costs and benefits in foreign policy

Lessons Learned: The Ludlow Amendment

January 12, 2012

CFR's James M. Lindsay remembers the anniversary of voting on the Ludlow Amendment and discusses it in the context of current debates about the power to commit force abroad.

Campaign 2012 Video Brief: China

January 12, 2012

China's rising global prominence, increasing assertiveness and upcoming leadership transition may pose significant challenges for the next U.S. president, says CFR's Elizabeth C. Economy.

UN Security Council Reform: Is It Time?

January 11, 2012

CFR's Stewart Patrick outlines the debate over UN Security Council reform and discusses the obstacles going forward.

An Upbeat Economic Outlook for 2012

January 6, 2012

Blackstone strategist Byron Wien gives a cautiously optimistic forecast on world economic developments in 2012, in a discussion with CFR's Robert E. Rubin, former U.S. Secretary of the Treasury. Wien just released his closely followed annual "Ten Surprises" list of probable economic, financial market, and political events.

Campaign 2012 Video Brief: Immigration

January 4, 2012

Immigration reform remains a hot topic in the 2012 presidential race, but the winner will have to move beyond an enforcement-only approach in dealing with illegal immigrants, says CFR's Bernard L. Schwartz Senior Fellow Edward Alden, in a video issue brief.

The United States and the ICJ

December 27, 2011

Joan E. Donoghue, the U.S. member judge of the International Court of Justice, discusses the uneasy relationship between the United States and the UN body. She says the United States has increased its engagement with the ICJ on the contentious issue of capital punishment.

Pakistani Media and Anti-Americanism

December 23, 2011

Pakistani journalist Najam Sethi discusses the factors behind anti-Americanism in Pakistan. He says the two countries have failed to develop a strategic relationship because of their differences in Afghanistan.

Troubling Trends: Homegrown Radicals and al-Qaeda

December 20, 2011

A top New York City police official and author of a new book on al-Qaeda, Mitchell Silber, discusses with CFR's Ed Husain the persistent threat of a homegrown U.S. radical mounting a terrorist attack.

Deciphering North Korea's Transition

December 19, 2011

Following the death of leader Kim Jong-il, the transition of power in North Korea could see Pyongyang engaging in further provocative activities, says CFR's Paul Stares.

Campaign 2012 Video Brief: The Global Economy

December 15, 2011

The next U.S. president will have to navigate between grand ambition and the realities of the world economy, says CFR international economics expert Sebastian Mallaby. This video is part of a special Council on Foreign Relations series that explores the top foreign policy issues debated in the run-up to the 2012 elections.

Congo Standoff Requires African Solution

December 14, 2011

The United States should withhold its support for the Kabila government until the situation in Congo clarifies, says CFR's Africa expert John Campbell.

U.S.-Iraq Post-Withdrawal Relations

December 12, 2011

CFR's Stephen Biddle discusses the increasing emphasis on non-military ties between the United States and Iraq.

Napolitano: Securing the U.S. through International Cooperation

December 9, 2011

U.S. Secretary of Homeland Security Janet Napolitano discusses the importance of bilateral and multilateral security efforts with CFR's James M. Lindsay.

Campaign 2012 Video Brief: Arab Revolutions

December 8, 2011

The winner of the 2012 U.S. presidential election will likely confront a greatly changed Middle East political landscape due to ongoing civilian upheaval, says Steven A. Cook, CFR's senior

fellow for Middle Eastern studies. This video is part of a special Council on Foreign Relations series that explores the top foreign policy issues debated in the run-up to the 2012 elections.

Can the EU Summit Stem the Crisis?

December 8, 2011

CFR's Sebastian Mallaby discusses the EU summit's potential for stemming the tide of the eurozone debt crisis.

Overcoming USAID's Challenges

December 6, 2011

USAID Deputy Administrator Donald Steinberg discusses the challenges facing the organization in an environment of constrained budgets.

Business Challenges and Opportunities in Latin America

November 21, 2011

Grupo Salinas chairman and founder Ricardo Salinas discusses the challenges of doing business in Latin America with CFR Board Member Donna Hrinak.

Campaign 2012 Video Brief: Pakistan

November 18, 2011

This video is part of a special Council on Foreign Relations series that explores the top foreign policy issues debated in the run-up to the 2012 elections. In this video, Daniel Markey, CFR's senior fellow for India, Pakistan, and South Asia, discusses the strategic importance of Pakistan.

Priorities in U.S.-Pakistan Relations

November 15, 2011

Pakistani human rights lawyer Asma Jahangir discusses U.S.-Pakistan relations and the fragility of the Pakistani democracy.

Syria's Arab League Suspension

Speaker: Robert M. Danin

November 15, 2011

CFR's Robert Danin says the Arab League's move to suspend Syria opens the door for greater action by the international community.

Obama Initiatives Threaten APEC

November 11, 2011

CFR's Scott Snyder says the Obama administration's new initiatives in Asia threaten the primary role that APEC has played as a gathering for Asian leaders.

IAEA Iran Report Decoded

November 8, 2011

CFR's Matthew Kroenig discusses the newly released IAEA report on Iran's nuclear program.

Bosworth: U.S. Must Continue Engaging North Korea

November 7, 2011

Former U.S. Special Representative for North Korea Policy, Stephen W. Bosworth, says it is necessary for the United States to continue to engage with North Korea.

ECB Limitations in Addressing Eurozone Crisis

November 4, 2011

CFR's Benn Steil discusses the ECB's role and limitations in mitigating the eurozone debt crisis.

Population Growth's Regional Variations

November 1, 2011

As the world's population surpasses seven billion, CFR Senior Fellow for Global Health Yanzhong Huang identifies the variety of ways in which different global regions are impacted by population growth. Huang argues that a region- and issue-specific approach is needed to address population issues.

Funding U.S. Infrastructure Improvements

October 26, 2011

Rob Quartel, chairman and CEO of NTELX, discusses the need for investment in U.S. infrastructure with CFR's James M. Lindsay. "We really have to focus on alternative means for paying for infrastructure," argues Quartel.

Tunisia's Islamists Vie for Power

October 24, 2011

Ed Husain, CFR's senior fellow for Middle Eastern studies, discusses the emergence of Islamist political parties in Tunisia.

Levin: U.S. Libya Role Will Remain Limited

October 21, 2011

Senator Carl M. Levin (D-MI), chairman of the Armed Services Committee, discusses U.S. involvement in Libya following Qaddafi's death, as well as progress in Afghanistan and possible federal budget sequestration with CFR's James M. Lindsay.

International Involvement Post-Qaddafi

October 20, 2011

Robert Danin, CFR's senior fellow for Middle East and Africa studies, argues that the international community needs to remain involved in Libya after Qaddafi's death.

Ports' Role in U.S. Competitiveness

October 19, 2011

Kurt J. Nagle, president and CEO of the American Association of Port Authorities, discusses the infrastructure investment needed to increase U.S. trade and competitiveness with CFR's director of studies, James M. Lindsay.

Free Trade Agreements Signal Bipartisan Cooperation

October 13, 2011

The U.S. ratification of the stalled Free Trade Agreements with South Korea, Colombia, and Panama indicates that "there is a possibility, despite the very great partisan divisions in Congress, of bipartisan cooperation on economic issues," says CFR's Edward Alden. However, Alden emphasizes that "it is important not to overstate the potential job creation benefits" of the agreements.

Shalit Deal's Winners and Losers

October 12, 2011

CFR's Robert Danin identifies the winners and losers in the deal brokered between Israel and Hamas to secure the release of Gilad Shalit, abducted by Hamas in June 2006.

Mobile's Role in Women's Development

October 12, 2011

Cherie Blair, founder of the Cherie Blair Foundation for Women, discusses the gender gap in access to mobile technology. Research conducted by Blair's organization has found that the gender gap is particularly wide in the Middle East, Africa, and Asia.

Egypt's Democratic Quest: From Nasser to Tahrir Square

October 6, 2011

Egypt's 2011 revolution marks the latest chapter in Egyptians' longtime struggle for greater democratic freedoms. In this video, Steven A. Cook, CFR's Hasib J. Sabbagh senior fellow for Middle Eastern studies and author of *"The Struggle for Egypt"*, identifies the lessons that Egypt's emerging leadership must learn from the Nasser, Sadat, and Mubarak regimes.

Counter-Jihad in the Islamic World

October 6, 2011

Expert Robin Wright discusses the unfolding developments of the Arab Spring with CFR's Isobel Coleman. Wright argues that a "counter-jihad" is happening, which is "challenging the political status quo."

Preventing the Spread of Greece's Crisis

October 4, 2011

Sebastian Mallaby, Director of the Maurice R. Greenberg Center for Geoeconomic Studies and Paul A. Volcker Senior Fellow for International Economics, says Greece is nearing a turning point in its debt crisis. Mallaby predicts that "Greece is going to have to default, it's going to have to be restructured in its debt," and argues that policy-makers need to "prevent the fire from spreading out of Greece and causing trouble all across the eurozone."

From: "Schroeder, Steve" <schroeder@medicine.ucsf.edu>
Subject: RE: Follow up to Board Meeting
Date: March 2, 2012 10:22:47 AM CST
To: "Penny Hunt" <pennhunt@gmail.com>

Hi Penny,

Good for you for getting us started. This is new territory for us all, and I think we could benefit from a relatively unstructured conversation in July. Below are just a few issues that pop to mind. I am sure that others can add many other things, and someone might even write a poem.

1. Possible thematic areas for collaboration
 - Human rights aspects of health care
 - Human rights aspects of criminal justice
 - Artistic (or theatrical) presentations of human rights issues
 - Human rights versus social justice as a unifying theme
2. Process issues
 - How do we decide what the agenda of such a January meeting might be?
 - Whom do we decide to invite from the grantee institutions?
 - Do we use a convener? Outside experts?
 - Can we do collaboration with a subset (e.g., the two law schools) or do we need to involve everyone?
 - Should we consider thematic grants to institutions other than our favored four?

Steven A. Schroeder, MD

From: Susan Berresford <berresu43@gmail.com>

Date: March 21, 2012 10:21:37 AM EDT

To: Susan Berresford <berresu43@gmail.com>

Subject: Robina enhancements

I decided to force myself through the exercise we agreed might help shape brainstorming at our next meeting. I found this difficult, since the donor's instructions are so specific and clear. It also seemed strained since the four grantees have little in common. But here goes anyway. I am sure others will do better than I have

Is there a theme that unifies the four grantees? Each is expected to foster innovation and thereby improve human well being --through the law, health care, theatre and foreign affairs. Innovation is the theme that Mr. Binger's directive emphasized. But in any one year, as time goes along, his investments may not produce innovation on a regular basis and may not rise to the level of significance that Mr. Binger seemed to value. Therefore, the foundation might want to sponsor an annual award to be given by the Minneapolis Foundation for a striking local innovation in the prior year in one of these fields.

Can the impact of the work of the four grantees be strengthened by adding some kind of partnership with another organization? Each could be asked to identify a way in which it might collaborate with one of the other three. For example, the CFR HIA fellows might benefit from exposure to Yale's human rights program. Some Yale supported playwrights might benefit from exposure to people working on end of life care issues and their patients. Frankly, this seems strained to me and might be better framed as each of the four program leaders' being encouraged to form a partnership with an organization of his or her choice that might significantly enhance their chances of success in Robina supported work. This would need to be something they saw as valuable, not a marriage we thrust onto them.

Is there a related but different kind of activity Robina might support that is in keeping with Mr. Binger's interests and that would have lasting impact? I am at a disadvantage in this area since I know little about his life and daily concerns. But those who knew him might well have a great idea in this category. Or perhaps it could be something to help the infrastructure of the fields of philanthropy or the non-profit sector which underpin his will's instructions.

Would it be good for the board to create something that carries Mr. Binger's name, despite his modesty about such things. Does the board believe it would be good to create one or more "legacy" grants so that our respect for him and his ideas is made clear and serves as a reminder to others of his example? It could be four fellowships -- in the arts, in the law, in medicine and in foreign affairs. We could identify national, regional or local organizations that could manage fellowships in perpetuity.

That's all I came up with. I look forward to reading the ideas of others.

On Mar 21, 2012, at 4:57 PM, Thomas Crosby wrote:

In response to your March 1, 2012 email about common theme or collaboration, I have the following comments:

1. I like the idea of getting the four institutions together in one session so that each could describe to the others what they have done with the Robina monies and how Robina fits into the bigger picture. Who would participate would be an interesting question: Whipman from UofM; Lindsay from CPR; Wheeler from ANW and Bundy and Post at Yale. I think we want individuals at the "working level". We would need to spend time on the format and agenda for such a meeting.
2. I believe the type of session suggested in 1 above might lead to ideas about collaboration – more of a natural flow that forcing each to think of what is in common. So ... I would save our Board discussion/deliberation about collaboration until after the joint session.
3. It may be that partial collaboration would be the way to go: Yale Law and UofM on a legal topic; Yale Drama and ANW on a play directed at end of life issues; CFR and UofM on international criminal issues. Getting all four to walk in the same direction might be difficult.
4. Gordy and I long ago discussed the collaboration issue with Harold Koh of Yale who dismissed it out of hand by saying that more time and effort would be spent managing and worrying about the relationship with the other institutions than would be spent on the issue at hand. I tend to agree with him. If we pick a single issue for collaboration among the institutions, there will probably be so many compromises that we will end up with a mediocre "committee" work.
5. Presently I believe we are getting very good "product" out of each institution and that we are slowly but surely reaching the transformational mode in each. I worry that forcing something on one or more of them would dilute the product and impede our progress as a Board. If a "natural" issue were to develop, consideration could be given to joint efforts.

So ... I would have a meeting of the four and see what happens.

To PAH from Peter Karoff

April 4, 2012

Robina Foundation Ambition & Intentionality – a few thoughts

Robina is doing great things – but what could it do even better?

Jim Binger's donor-intent is clear and the Robina directors are by definition constrained by the naming of four institutions. We are also 'saved' by the interesting work that these four very different institutions, in the main, do.

Our work to date has been to try, as best we can, to discern where within the four institutions Robina funds be invested to achieve maximum impact. Maybe that is all we do, but do it with more intentionality.

Yet, there is something else lurking in the backyard of our mission – it is the 'what if' – what if there were some really terrific intersections between the work of one or more of the four - what if there were some 'natural allies' to the work of one or more of the four that Robina could fund that would/could significantly elevate or deepen the work – and what if we as a board just coasted along, and didn't really try to push the envelope.

It is of course that latter point that is unacceptable.

Brainstorming themes –

Has the YSD gift has lifted the bar for Robina going forward – my answer is yes

'Raise the bar' (ambition) for all of Robina's work – define what that means – does criteria change & if so how – do we become more directive to the four – or less – can we stimulate the four to be more innovative -

There are, at least, two different perspectives to thinking about this – one is collaboration among the four on common goals – admittedly tough to do , and the other is collaboration with others – natural allies – that could further the work – easy to say but also tough to do

What do we know and what do we want/need to know to get specific

All great fun to think about!

PK

Stanford SOCIAL INNOVATION REVIEW

Channeling Change: Making Collective Impact Work

By Fay Hanleybrown, John Kania, & Mark Kramer

The Five Conditions of Collective Impact

Common Agenda	All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.
Shared Measurement	Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.
Mutually Reinforcing Activities	Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.
Continuous Communication	Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.
Backbone Support	Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.

Isolated Impact vs. Collective Impact

Isolated Impact	Collective Impact
◆ Funders select individual grantees that offer the most promising solutions. ◆ Nonprofits work separately and compete to produce the greatest independent impact. ◆ Evaluation attempts to isolate a particular organization's impact. ◆ Large scale change is assumed to depend on scaling a single organization. ◆ Corporate and government sectors are often disconnected from the efforts of foundations and nonprofits.	◆ Funders and implementers understand that social problems, and their solutions, arise from the interaction of many organizations within a larger system. ◆ Progress depends on working toward the same goal and measuring the same things. ◆ Large scale impact depends on increasing cross-sector alignment and learning among many organizations. ◆ Corporate and government sectors are essential partners. ◆ Organizations actively coordinate their action and share lessons learned.

COUNCIL *on* FOREIGN RELATIONS

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April 12, 2011

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

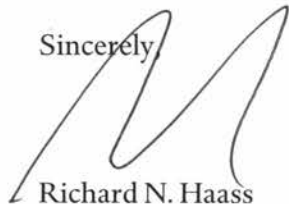
Dear Penny:

Thank you for the Robina Foundation's first payment of \$377,034 toward its grant of \$1,274,248 to the Council on Foreign Relations (CFR) for the Expanded Diversity Initiative in Foreign Policy.

As you know, Robina's support will enable CFR to strengthen our long-standing efforts to foster racial and ethnic diversity in the U.S. foreign policy field. Our partnership with Humanity in Action (HIA) has been finalized, and HIA has selected the ten minority students that the grant will support for this year's summer workshop in Europe. We are currently planning to hold the workshop at CFR's Washington office from May 28–30, 2012. We will host a dinner launching the event on May 28 and will send invitations to Robina board members in the coming weeks.

We are grateful to you and your colleagues for Robina's support of this initiative as well as many other CFR projects, and look forward to working with you in the year ahead.

Sincerely,



Richard N. Haass

President

tel 212.434.9540 fax 212.434.9880
president@cfr.org

cc: Nancy Gilberg

Itemized Categories - YTD:4
1/1/2012 through 4/17/2012 (Cash Basis)

4/17/2012

Page 1

Date	Num	Description	Memo	Amount
EXPENSES				-377,034.00
Grants				-377,034.00
3/27/2012	5862	Council On Foreign Relations "Expanded Diversity Initiative in Foreign Policy"		-377,034.00
OVERALL TOTAL				-377,034.00

file CFR

Nancy Gilberg

From: Amy Baker [abaker@cfr.org]
Sent: Tuesday, April 10, 2012 1:19 PM
To: Penny Hunt
Cc: Nancy Gilberg; James M. Lindsay
Subject: RE: Robina Foundation

Dear Penny,

Thank you so much for your guidance. I will review with Jim. If we have any questions, we'll be back in touch.

Thank you,

Amy

Amy R. Baker, PHR
Deputy Director for Studies Administration
Council on Foreign Relations
58 East 68th Street, New York, New York 10065
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abaker@cfr.org www.cfr.org

From: Penny Hunt [<mailto:pennhunt@gmail.com>]
Sent: Tuesday, April 10, 2012 2:13 PM
To: Amy Baker
Cc: Nancy Gilberg
Subject: Robina Foundation

Hello Amy,

Nancy forwarded your inquiry about CFR's report to the Robina Foundation on Robina's grant to support on-line videos. Thanks for asking!

The questions you use for reports on the *International Institutions: Global Governance* program should work fine for the on-line video report, but don't feel constrained by them. Since the on-line video program is quite different from the IIGG program, there may be other comments or concerns or results (maybe even surprises) that would be important for the Robina Foundation to know about. Please feel free to provide us with information you think we should know even if it doesn't fit neatly into the categories we provided.

I hope this response isn't confusing. Please let me know if you have other questions or concerns.

Regards,

Penny

Penny A. Hunt
Executive Director



ROBINA FOUNDATION

Quarterly Financial Report March 31, 2012

Prepared by:

Michael Sullivan

Nicole Klein

Mission Statement

The Robina Foundation, a Minnesota-based private grantmaking foundation, seeks to positively impact critical social issues by encouraging innovation and financially supporting transformative projects of its four institutional partners. These partners, selected by the Foundation's founder, James H. Binger, are:

Abbott Northwestern Hospital, Minneapolis, MN; The Council on Foreign Relations, New York, NY;
University of Minnesota Law School, Minneapolis, MN; and Yale University, New Haven, CT.

<http://www.robinafoundation.org/index.php>

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EXECUTIVE SUMMARY

Quarter 1, 2012

The report includes:

- Detail of USBANK's market portfolio
- Graphic representations of sources of capital and asset allocation
- Changes in these during the recent quarter
- Detailed spreadsheets of sources of capital and asset allocation
- Current and targeted portfolio allocations, and
- My observations.

Observations:

- Cash is still high at \$30.7M vs. strategic target of \$5.0M due to JP Morgan retainage and pending IRS refund. This is acceptable until a decision is made on the timing of the Yale Grant. This excess cash should be considered as substitute for US Government Bonds.
- There are no investment is US Government Bonds verses a strategic target of \$54.2M. The historic low returns will likely continue for two more years per the Fed FOMC announcement in January 2012. However, as a limited term foundation we need to invest in the safety of US Governments.
- The Market Portfolio is high at \$78.1M verses the strategic target of \$61.5M. This investment includes \$18.8M in Corporate Bonds, mostly as a substitute for US Government Bonds; the returns are higher, but the risk is greater (remember AIG, GM which were rated AAA before default three years ago).
- Once a determination on the timing of the Yale Grant is finalized, we will need to identify sources of funds and adjust the portfolio.
- Finally, we need to communicate an estimated cash flow budget for 2012 to US Bank.

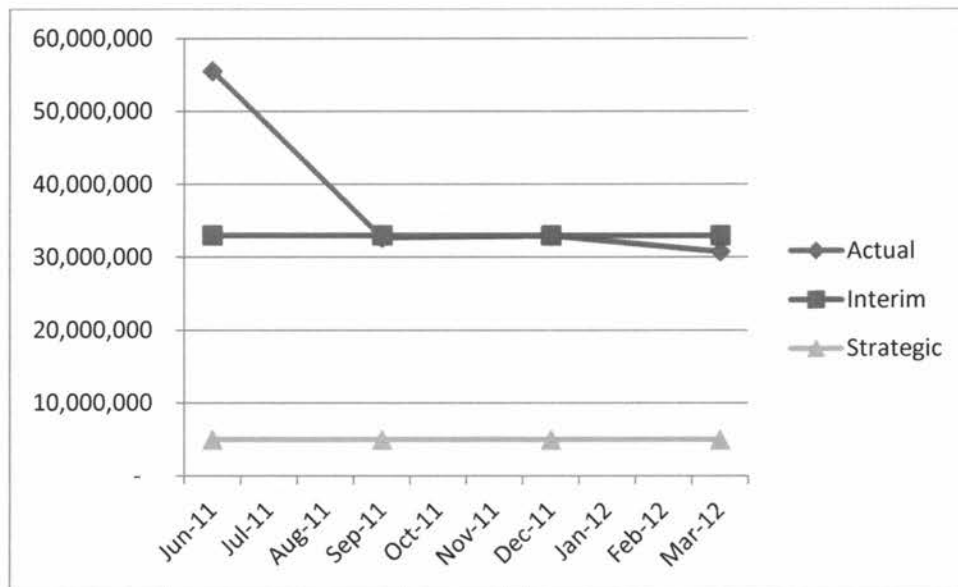
EXECUTIVE FINANCIAL SUMMARY

	September 30, 2011	December 31, 2011	March 31, 2012
Cash	\$32,693,488	\$32,942,729	\$30,740,303
US Gov't Bonds	0	0	0
Market Portfolio	80,791,223	75,438,899	78,164,882
Corp Bonds	19,339,807	19,719,039	18,897,774
Equity	39,889,730	33,512,561	36,373,047
Other	22,501,686	22,207,299	22,894,061
IRS Refund	11,662,189	12,445,745	12,445,745
Total	\$125,146,891	\$120,827,373	\$121,350,930

*Please note *grants paid* in the quarter (March 31, 2012): UofM Institute of Criminal Law \$1,097,190, Allina Health System \$2,356,696, Counsel on Foreign relations \$377,034, to total \$3,830,920

SOURCES OF ASSETS

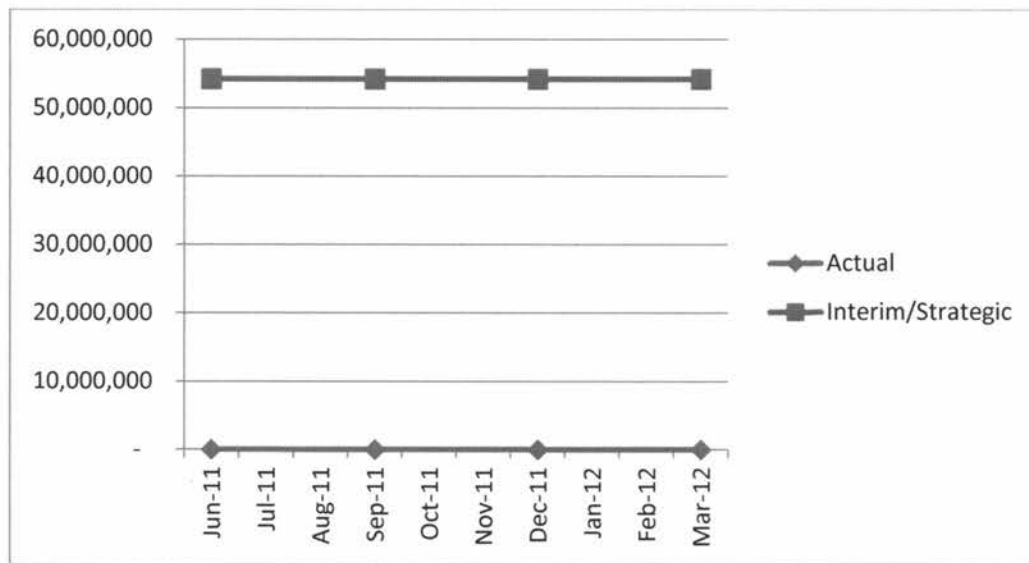
FIGURE 1: TOTAL CASH



- Accounts in Cash: JHB Cash/MM, JHB Income Cash/MM, JHB Revocable Trust, JHB Income Account, US Bank Cash/MM, US Bank Checking
- Interim amount is JHB accounts, checking accounts, rounded \$33M
- Strategic amount is six months in cash or \$5M

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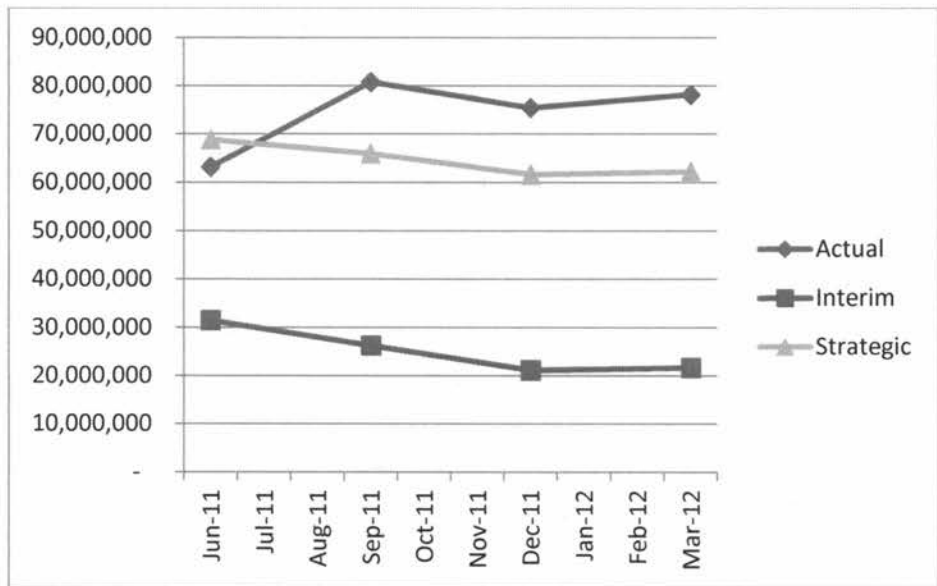
FIGURE 2: TOTAL US GOV'T BONDS



- Accounts in Bonds: US Gov't Bonds Only
- Interim and strategic amount is five years of grants or \$54.2M

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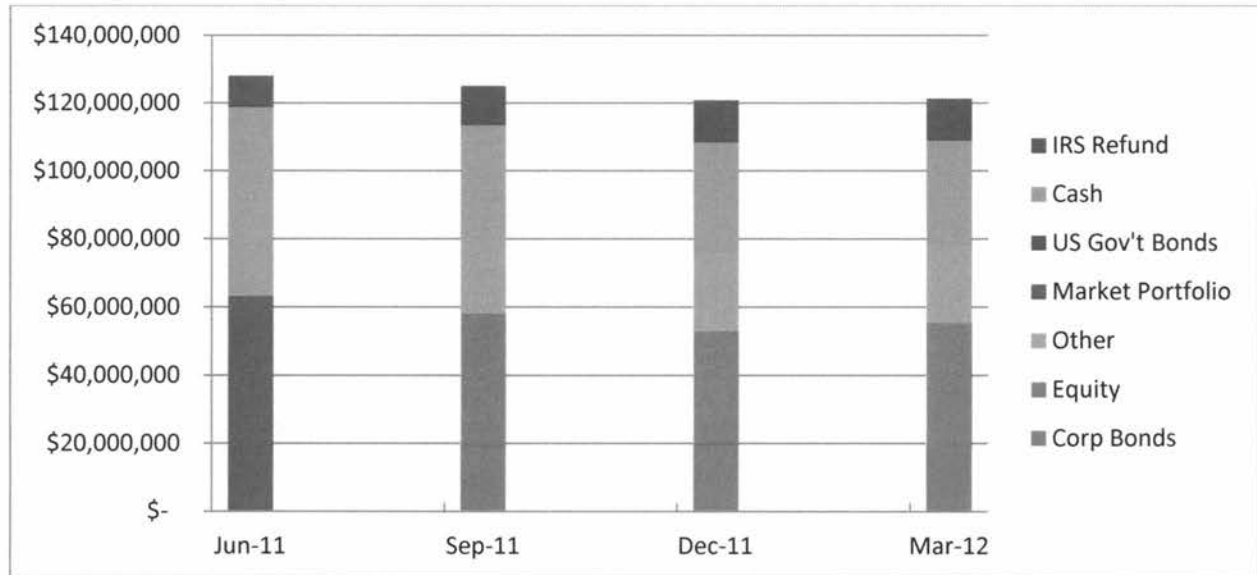
FIGURE 3: TOTAL MARKET PORTFOLIO



- Accounts in Market Portfolio: All other accounts
- Interim target is remaining amount
- Strategic target is remaining amount

STACKED BAR CHART

FIGURE 4: TOTAL SOURCES



SOURCES OF CAPITAL

	9/30/2011	12/31/2011	3/31/2012
JP Morgan			
JHB Cash/MM	\$ 15,293,671	\$ 15,214,829	\$ 15,145,986
JHB-Income Cash/MM	449,127	449,593	449,594
Total	\$ 15,742,798	\$ 15,664,422	\$ 15,595,580
Revocable Trust			
JHB Revocable Trust	5,526,532	5,690,067	5,690,067
JHB Income Account	7,230,756	7,232,432	7,235,859
Tartan I LP	84,654	84,635	84,635
Total	\$ 12,841,942	\$ 13,007,134	\$ 13,010,561
Other Securities			
Venture Capital	1,184,802	1,184,802	1,184,802
All Other Securities	849,112	849,112	849,112
Total	\$ 2,033,914	\$ 2,033,914	\$ 2,033,914
Total Estate of JHB	\$ 30,618,654	\$ 30,705,470	\$ 30,640,055

Continued on next page...

	9/30/2011	12/31/2011	3/31/2012
US Bank			
Total Cash/MM	\$ 951,124	\$ 1,248,046	\$ 664,203
US Gov't Bonds	0	0	0
Corporate Issues	15,334,835	15,563,407	14,602,314
Ontario Province	162,305	161,181	161,463
Bp Capital Plc	742,154	747,467	750,743
Total Capital Sa	530,805	529,510	522,755
NuVeen Heigh Income Bond Fd Cl I	2,629,708	2,717,474	2,860,499
Total non- Gov't	19,399,807	19,719,039	18,897,774
Total Corp Bonds	\$ 19,399,807	\$ 19,719,039	\$ 18,897,774
Stock Funds	22,251,641	23,856,658	26,705,101
Common Sense Offshore Ltd	2,064,466	2,105,161	2,035,497
Flag Private Equity LP	2,500,000	1,195,695	1,195,695
Flag Venture Partners III LP	5,000,000	1,009,145	1,009,145
Flag Venture Partners IV LP	2,125,000	1,244,759	1,244,759
Pfingsten Partners III LP	2,000,000	1,174,952	1,174,952
Pointer Offshore Ltd	2,948,623	2,926,191	3,007,898
Total Hedge Equities	16,638,089	9,655,903	9,667,946
Total Equities	\$ 38,889,730	\$ 33,512,561	\$ 36,373,047

Continued on next page...

	9/30/2011	12/31/2011	3/31/2012
US Bank, continued			
Barclays Bank Plc	\$ 512,515	\$ 510,805	\$ 509,370
Ontario Province	225,717	223,761	223,385
T Rowe Price Intl Bond Fund	1,972,496	1,921,211	1,946,853
Total non-US	2,710,728	2,655,777	2,679,608
Gam Absolute Return Bond Fund	3,087,532	3,056,933	3,263,992
Gca Credit Opportunities Offshore	3,881,166	3,920,421	3,982,227
Marathon Credit Opportunity Fund Ltd	2,929,891	2,808,318	2,932,559
Total Hedge	9,898,589	9,785,672	10,178,778
IDR Core Equity Re Strategy 2010	4,798,615	5,964,561	6,102,963
Baclays Bank Plc	665,700	0	0
Barclays Bank Plc	674,475	0	0
Inv Balance Risk Comm Str Y	826,076	859,052	948,677
Oppenheimer Com Str Tr Fd Y	808,935	823,688	865,486
Total Commodities	2,975,186	1,682,740	1,814,163
Total Other Bonds, Real Estate, Commodities	\$ 20,383,118	\$ 20,088,750	\$ 20,775,512
US Bank Total	\$ 79,623,779	\$ 74,568,396	\$ 76,710,536
US Bank Checking	3,242,278	3,107,762	1,554,594
IRS Refund	11,662,180	12,445,745	12,445,745
Gross Total	\$ 125,146,891	\$ 120,827,373	\$ 121,350,930
Grants Paid			
UofM Institute of Criminal Law			\$ 1,097,190
Allina Health System			2,356,696
Counsel for Foreign Relations			377,034
Total Grants Paid			\$ 3,830,920

ASSET ALLOCATION REPORT: MARCH

	3/31/2012						
		Actual %	Interim \$	Int %	Strategic \$	Strat %	
Cash							
JHB Cash/MM	15,145,986						
JHB-Income Cash/MM	449,594						
JHB Revocable Trust	5,690,067						
JHB Income Account	7,235,859						
US Bank Cash/MM	664,203						
US Bank Checking	1,554,594						
Total Cash	\$ 30,740,303	25%	\$ 33,000,000	27%	\$ 5,000,000	4%	
US Gov't Bonds	\$0	0%	\$ 54,200,000	45%	\$ 54,200,000	45%	
Market Portfolio							
Corp Bonds	18,897,774						
Equity (US & non-US)	36,373,047						
Other	22,894,061						
Total Market Portfolio	\$ 78,164,882	64%	\$ 21,705,185	18%	\$ 62,150,930	51%	
IRS Refund	\$ 12,445,745	10%	\$ 12,445,745	10%	\$0	0%	
Gross Total	\$ 121,350,930	100%	\$ 121,350,930	100%	\$ 121,350,930	100%	
*Please note Other includes: Tartan I LP, Venture Capital, All Other Securities, Other Bonds, Real Estate, Commodities							



The
CENTER for
VICTIMS of
TORTURE

Restoring the Dignity of
the Human Spirit

Sent cc to
Lisa
4.12.12

April 5, 2012

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

Dear Friends:

Our clients thank you! Your donation to the Center for Victims of Torture matters, because it helps rebuild lives that were destroyed by torture. Thank you for your gift in memory of Edson Spencer, we will be sure to let the Spencer Family know of this generous gift.

Your gift of \$1,000 makes a difference to clients like Prudence, a 35 year old single mother from West Africa, who shared with us:

"At the time (before CVT), I felt useless and not like a human being. Now, I am like a new person living a new life. CVT put me in a position where I can think not just about me, but life. I can still live a life."

Your gift will help thousands of torture survivors like Prudence. Our clients have faced the worst the world has to offer, and often come to us with little faith in humanity. Your support helps restore that faith. Your gift and others like it represent hope and the knowledge that good people are willing to stand with our clients as they walk the path to healing.

Thank you again. And please don't hesitate to contact us if you have any questions or would like more information about our work.

Best regards,

Ed was a wonderful friend of CVT, and we'll truly miss him.

Peter Dross
Director of Policy and Development
612-436-4868 or pdross@cvt.org

Rachel Hughes

Rachel Hughes
Individual Giving Officer
612-436-4859 or rhughes@cvt.org

This letter will serve as the record of receipt of your gift. In accordance with IRS guidelines, we certify that CVT has provided no goods or services in exchange for your contribution of \$1,000.

Memorial
for Ed Spencer

file
"Center for Victims
of Torture"

ROBINA FOUNDATION

80 SOUTH 8TH STREET, SUITE 4900
MINNEAPOLIS, MN 55402
(612) 333-2313

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17-2-910

4/2/2012

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ORDER OF

The Center For Victims Of Torture

\$ **1,000.00

One Thousand Only*****

DOLLARS

The Center For Victims Of Torture
Attn: Pete Dross
717 East River Road
Minneapolis, MN 55455



MEMO

Edson W. Spencer Memorial

Tom [Signature]
AUTHORIZED SIGNATURE

Nancy Gilberg

From: Thomas Crosby [tcrosby@tcrosbylaw.com]
Sent: Tuesday, March 27, 2012 3:56 PM
To: 'Gordon Aamoth'; 'Steve Schroeder'; 'Peter Karoff'; 'Kathleen Blatz'; 'Susan Berresford.'
Cc: 'penny'; ngilberg@robinafoundation.org
Subject: Memorial to Ed Spencer

Unless objection is voiced, I propose sending a \$1000 gift to the Center for Victims of Torture in Ed's honor. We gave to that organization when he retired from the Board. It also is within our human rights theme.

Based upon recent experience with my mother, I think \$1000 is appropriate for such a memorial.

From: Schroeder, Steve [mailto:schroeder@medicine.ucsf.edu]
Sent: Tuesday, March 27, 2012 04:57 PM
To: Thomas Crosby <tcrosby@tcrosbylaw.com>; 'Gordon Aamoth' <gaamoth@msn.com>; H. Peter Karoff; 'Kathleen Blatz' <kathleenblatz@msn.com>; 'Susan Berresford.' <berresu43@gmail.com>
Cc: 'penny' <phunt@robinafoundation.org>; ngilberg@robinafoundation.org <ngilberg@robinafoundation.org>
Subject: RE: Memorial to Ed Spencer

Sounds good to me. As a precaution, we might want to ask each living board member where a similar donation might be directed, in the unlikely and unhappy event of a plane going down, etc.

Steve

Steven A. Schroeder, MD
Distinguished Professor of Health and Health Care, Department of Medicine
Director, Smoking Cessation Leadership Center
University of California, San Francisco
Phone: (415) 502-1881
Fax: (415) 502-5739
Web site: <http://smokingcessationleadership.ucsf.edu>
Refer a smoker to 1-800 QUIT NOW.

From: H. Peter Karoff [pkaroff@TPI.ORG]
Sent: Tuesday, March 27, 2012 5:18 PM
To: schroeder; 'tcrosby@tcrosbylaw.com'; 'gaamoth@msn.com'; 'kathleenblatz@msn.com'; 'berresu43@gmail.com'
Cc: 'phunt@robinafoundation.org'; 'ngilberg@robinafoundation.org'
Subject: Re: Memorial to Ed Spencer

I agree

Sent from my BlackBerry Wireless Handheld

From: Kathleen Blatz [kathleenblatz@msn.com]
Sent: Tuesday, March 27, 2012 7:28 PM
To: Thomas Crosby
Cc: Gordon Aamoth; Steve Schroeder; Peter Karoff; Susan Berresford. ; penny; <ngilberg@robinafoundation.org>
Subject: Re: Memorial to Ed Spencer

I agree.

Sent from my iPhone



ROBINA INSTITUTE OF CRIMINAL LAW AND CRIMINAL JUSTICE

LAW

UNIVERSITY OF MINNESOTA
LAW SCHOOL

ROBINA INSTITUTE OF CRIMINAL LAW AND CRIMINAL JUSTICE

Criminal justice in the United States, and in other countries, faces serious challenges. Criminal justice systems have become unjust, overly expansive and expensive, unnecessarily severe, and too often indifferent to the interests of those they were created to serve. The Robina Institute of Criminal Law and Criminal Justice aims to play a significant role in efforts to rethink and improve criminal justice policies and practices, and to make them more just, effective, and economical while reducing the collateral damage they cause.

The Institute was established at the University of Minnesota Law School through a gift from the Robina Foundation. The gift was one of the largest in the Law School's history. The Robina Foundation was created by James H. Binger, a 1941 graduate of the Law School, shortly before his death in 2004, to support major institutions in generating transformative ideas and promising approaches to addressing critical social issues.

The Institute's central aim is to develop and strengthen connections and conversations between practitioners, policy-makers, and scholars; between researchers from different disciplinary backgrounds, jurisdictions, and intellectual traditions; and between researchers and students. In this way, we try to enrich and strengthen the future of criminal justice systems in the United States and elsewhere, and thus contribute to transforming them into systems fit for the 21st century.

We welcome you to our Institute ...

PEOPLE

The University of Minnesota Law School is an internationally prominent center for research on criminal law and criminal justice. Faculty members have produced seminal work on the philosophy of punishment, juvenile justice, sentencing policy, criminal justice studies, criminology, comparative law, and human rights.

DIRECTORS

ANTONY DUFF is recognized internationally as a preeminent authority on the philosophy of criminal law and punishment.

MICHAEL TONRY is one of the world's leading experts on crime and public policy.

EXECUTIVE DIRECTOR

MICHAEL E. SMITH was for 16 years director of the Vera Institute of Justice in New York City, then the nation's leading criminal justice reform agency, where he worked with state, city, and federal agencies on innovations in policing, sentencing, and corrections.

RESEARCH FELLOW

ZACH HOSKINS

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ASSOCIATE EDITOR

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INSTITUTE FACULTY

SUSANNA BLUMENTHAL

ANTONY DUFF

BARRY FELD

RICHARD FRASE

SANDRA MARSHALL

PERRY MORIEARTY

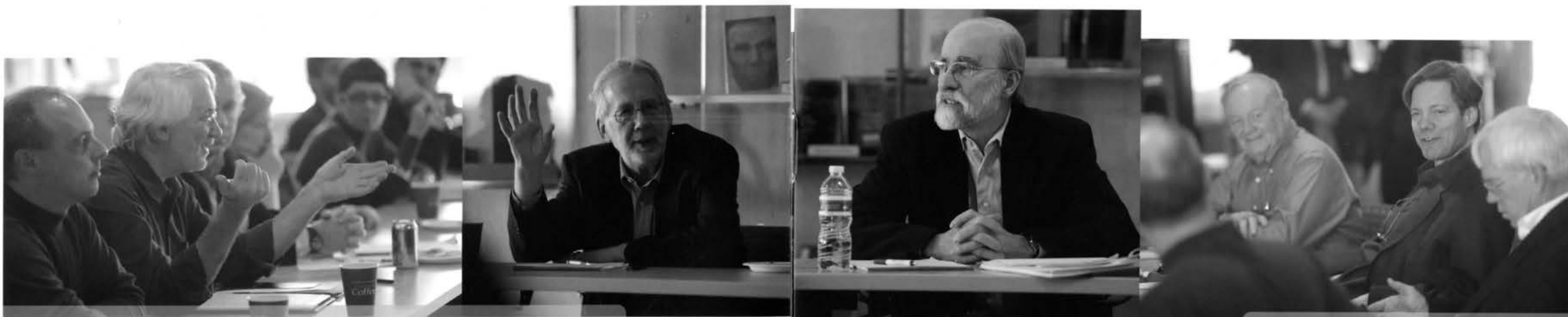
FIONNUALA NÍ AOLÁIN

JOSH PAGE

KEVIN REITZ

MICHAEL TONRY

CHRIS UGGEN



Front cover, left to right: Fred LaFleur, former Commissioner, Minnesota Department of Corrections; John Choi, Ramsey County Attorney, Minnesota; Michael Tonry and Jeff Fagan, Columbia Law School.
Above, left: Michael Tonry; **right:** Antony Duff.

Above, left: Richard Frase; **right:** Kevin Reitz.

PROGRAM AREAS

The Institute's work lies within three broad, overlapping areas: Criminal Justice Policy, Criminal Law Theory, and Sentencing Law and Practice. The emphasis in all three areas is on new thinking — on new ways of conceptualizing criminal law and its roles, and new ways of thinking about responses to crime.

SENTENCING LAW AND PRACTICE

This program area seeks to effect large-scale, systemic improvements in sentencing law and policy in jurisdictions within and outside the United States through two main strategies. First we provide assistance directly to American states, countries, law reform organizations, and international tribunals to explore ways in which their sentencing systems may be advanced. Second, we aim to produce, encourage, and collect policy-relevant research about the operations and effects of sentencing systems in the United States and elsewhere, offer prescriptions for positive change, and disseminate that research to government agencies and policy-makers.

CRIMINAL LAW THEORY

The overriding task is to rethink the aims the criminal law should serve in a modern democracy that values liberty and respects difference, the principles that should underlie its operations, and the functions it can and should be expected to perform. Only by engaging with principles will real progress be made in reinvigorating and reforming the criminal law.

A series of more specific projects, tackling particularly troubling aspects of the substantive criminal law and the criminal process, advance this general aim. In each case, we hope to show how substantive and often radical proposals for reforming existing systems of criminal law can emerge from systematic and principled normative theorizing.

CRIMINAL JUSTICE POLICY

Work in this area focuses on imagining and designing how American criminal justice systems could or should look in 2025. A five-year plan aims to culminate in dissemination and promotion of the report of a non-partisan commission of distinguished practitioners, policy-makers, and scholars. The report will identify the most important policy challenges facing the American criminal justice system and the commission's proposals for addressing them.



Left: Robert Johnson, former Anoka County Attorney, Minnesota; right: Honorable Pamela Alexander, President, Minnesota Council on Crime and Justice.



Jamie Fellner, Senior Advisor, Human Rights Watch.

INAUGURAL CONFERENCE OF THE ROBINA INSTITUTE OF CRIMINAL LAW AND CRIMINAL JUSTICE

NOVEMBER 11-12, 2011

RETHINKING CRIMINAL JUSTICE

In fall of 2011 the Robina Institute opened its doors and began its work with an inaugural conference entitled "Rethinking Criminal Justice." The conference brought together local, national, and internationally prominent scholars, practitioners, and policy-makers to discuss the current state of the criminal justice system, to identify the most pressing topics at hand, and to help refine the Institute's work going forward.

The conference revolved around the Institute's three program areas—criminal justice policy, criminal law theory, and sentencing law and practice—and featured experts from



Top: Jeff Fagan, Columbia Law School; bottom: Carol Steiker, Harvard Law School.

each field. The conference was an engaging prelude to the multi-disciplinary conversations and explorations the Institute hopes to spark.



Above, left: Francois Tanguay Renaud, Osgoode Law School, Toronto; right: Barry Feld, University of Minnesota Law School, and Nancy King, Vanderbilt Law School.



UPCOMING ROBINA EVENTS

SENTENCING COMMISSIONS & GUIDELINES MARCH 30-31, 2012

This conference will convene officials and academics from throughout the United States who work with and on sentencing commissions and sentencing guidelines systems. The aim is to chart out strategies to maximize the usefulness of the Institute's work, and to identify discrete projects that the Institute can undertake during its start-up period.

ROBINA DISTINGUISHED VISITING PROFESSOR: NICOLA LACEY (OXFORD) APRIL 2012

Professor Nicola Lacey, one of the world's foremost theorists of criminal law, will visit the Law School as the Robina Distinguished Visiting Professor. Apart from informal meetings with faculty and students, she will play a central role in a workshop on criminal responsibility and present a faculty seminar.

CRIMINAL RESPONSIBILITY AND ITS HISTORY APRIL 13-14, 2012

This workshop will focus on Nicola Lacey's recent work and on other recent, historically informed work on criminal responsibility. It will consider why contemporary theorists working on the principles and grounds of criminal responsibility should attend to the historical development of doctrines of responsibility in the criminal law, and in other areas of law.

FIRST ANNUAL ROBINA CONFERENCE: CRIME AND JUSTICE IN AMERICA, 1975-2025 APRIL 26, 2012

At this conference, partly funded by the National Institute of Justice, world-leading authorities will survey current knowledge on central policy subjects including the deterrent and incapacitative effects of criminal law enforcement and punishment; the effectiveness and optimal uses of rehabilitative programs; the extent and causes of racial disparities; and the effects and effectiveness of police innovations, imprisonment, and drug control policies.

THE PRESUMPTION OF INNOCENCE IN CONTEMPORARY CRIMINAL LAW MAY 4-5, 2012

The presumption that citizens are innocent of criminal wrongdoing until proven guilty has for many centuries been a cornerstone of criminal law, but it has been subject to serious erosion in recent years. This workshop will bring together experts from the United States and abroad to discuss the role that the presumption of innocence should play in a contemporary system of criminal law.



Above, left: Participants at Robina's Inaugural Conference; right: Ron Corbett, Massachusetts Commissioner of Probation, Edward Rhein, Ohio Department of Corrections, and Fred LaFleur, former Commissioner, Minnesota Department of Corrections.

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ROBINA INSTITUTE OF CRIMINAL LAW AND CRIMINAL JUSTICE
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First Annual
Robina Conference:

**"CRIME & JUSTICE IN
AMERICA, 1975-2025"**

April 26, 2012
University of Minnesota Law School

Please join us at our first annual Robina Conference, a public event focused on central issues in American criminal justice research and policy since 1975, with speculations about and recommendations for the near future.

For more details, please contact David Hanbury at 612.625.9083



Photos courtesy of Tim Rummelhoff Photography

ROBINA INSTITUTE OF CRIMINAL LAW AND CRIMINAL JUSTICE
<http://www.law.umn.edu/robina/institute/index.html>

COUNCIL *on*
FOREIGN
RELATIONS

International Institutions and Global Governance Program

Multilateralism for the Twenty-first Century

www.cfr.org/iigg

Founded in 2008, the International Institutions and Global Governance (IIGG) program at the Council on Foreign Relations analyzes the institutional requirements for effective multilateral cooperation in today's rapidly changing world.

Research

The IIGG program analyzes frameworks needed to address specific global issues, including

- the rise of transnational threats, from terrorism to infectious disease
- adapting world order to emerging powers
- reforming core global institutions
- the spread of regional and subregional organizations

Dialogue

The IIGG program gathers the foreign policy community to forge inventive solutions that strengthen the world's multilateral bodies. IIGG-sponsored meetings include

- the United States and the Future of Global Governance meeting series, featuring multiple roundtables on U.S. policy toward the United Nations, international law, global finance, and other dimensions of world order
www.cfr.org/usfgg
- an annual symposium, featuring panel discussions and a keynote address that synthesizes the program's research from the preceding year; in its latest symposium, the program focused on rising powers and world order, with a keynote address by Deputy Secretary of State James Steinberg
www.cfr.org/2010iiggsymposium



Stewart M. Patrick is senior fellow and director of the IIGG program. A former State Department policy planning member, Patrick is an expert on multilateral cooperation, U.S. policy on international institutions, and the challenges posed by fragile, failing, and postconflict states. He is the author of several books, including most recently *Weak Links: Fragile States, Global Threats, and International Security* and *The Best Laid Plans: The Origins of American Multilateralism and the Dawn of the Cold War*.

Global Governance Monitor

A multimedia project that tracks, maps, and evaluates multilateral efforts to address today's global challenges. Issue packages include nuclear proliferation, global finance, ocean governance, climate change, public health, armed conflict, terrorism, and human rights.
www.cfr.org/ggmonitor



Policy Innovation Memos

IIGG Policy Innovation Memoranda target critical global problems where new, creative thinking is needed. Written for policy-makers and opinion leaders, the memos aim to shape the foreign policy debate through rigorous analysis and specific recommendations.



Rising Regionalism

Increasingly, regional and subregional organizations and initiatives complement—and compete with—global institutions in addressing shared threats and overcoming collective action problems. Yet the depth and performance of these institutions and arrangements varies hugely across regions and issue areas. Few have analyzed the risks and opportunities of these trends—and how the United States can and should respond to them. To fill this gap, the IIGG program is organizing meetings on Europe, Asia, Latin America, Africa, and the Middle East. Some of these events will occur in the United States, others in the relevant regions.

Making Multilateralism Work

The United States has a fundamental stake in a more effective UN system—that is, improving the UN's many specialized agencies, departments, and programs. In the Making Multilateralism Work workshop series, the IIGG program will engage U.S. and UN officials on practical steps to improve the UN system's performance in priority areas, including international peacekeeping, humanitarian assistance, and human rights.