



[Robina Foundation](#)

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PENNY HUNT

ROBINA FOUNDATION
Annual Board Meeting

August 12-14, 2013
Minneapolis, Minnesota

ROBINA FOUNDATION

TO: Robina Foundation Board of Directors
FROM: Penny Hunt
RE: August 2013 Board Meeting

I'm looking forward to seeing all of you in Minneapolis for the Annual Meeting of the Robina Foundation! As always, the agenda is full, but I believe there is enough flexibility in the schedule to give the Board sufficient time to discuss key issues.

Along with the "standard" agenda items for the annual meeting, the agenda for this year's meeting includes consideration of candidates for board membership. Gordy and Kathleen worked hard to identify and vet three excellent candidates for the Board. Bio information for the candidates is found at **Tab 2**.

A brief word about the "Potential Funding Scenarios" found on page 10 of Mike Sullivan's quarterly report at **Tab 1**: The numbers in the scenarios reflect the following:

Scenario 1: Fund current commitments for 2013 – 2017 + assume additional grants to total \$12 M / year.

Scenario 2: Scenario 1 + add \$7 M grants in 2015 and 2017.

Scenario 3: Scenario 2 + major grants totaling \$50 M in 2017.

I had intended to call your attention to other important information in the Board Book, but quite frankly, I think all of the material in this book is meaty and merits your close attention!

Please feel free to contact me if you have questions or concerns as you prepare for the meeting.

ROBINA FOUNDATION BOARD OF DIRECTORS' ANNUAL MEETING
August 12-14, 2013

MONDAY, August 12

6:00 p.m. Dinner in the Governor's Room at the Minneapolis Club

Lodging: Susan Berresford, Peter Karoff, Steve Schroeder
The Minneapolis Club, Phone: 612-332-2292
729 2nd Avenue South
Minneapolis, MN 55402

TUESDAY, August 13

7:30 a.m. Continental Breakfast in meeting room at Faegre Baker Daniels

8:00 a.m. Board of Directors' Meeting at Faegre Baker Daniels – see Agenda

5:15 p.m. Berresford, Karoff, Schroeder ride to Penny Hunt's home

5:30 p.m. Hors d'oeuvres at Penny's home (200 Park Av So #105)

6:30 p.m. Dinner at Sea Change (Guthrie Theatre)

8:30/9:00 p.m. Berresford, Karoff, Schroeder back to the Minneapolis Club

Lodging: Berresford, Karoff, Schroeder (Minneapolis Club)

WEDNESDAY, AUGUST 14

7:30 a.m. Continental Breakfast in meeting room at Faegre Baker Daniels

8:00 a.m. Board Meeting Continued at Faegre Baker Daniels – see Agenda

Noon Adjournment of Annual Meeting

Robina Foundation Board of Directors' Annual Meeting

Tuesday, August 13, 2013

TIME	Faegre Baker Daniels Office 2200 Wells Fargo Center, 90 South 7th Street, Minneapolis, MN 55402, Phone: 612-766-8078 (Go to 22nd floor and receptionist will direct you to the room.)	Tab#
8:00 a.m.	Welcome and Call to Order – Schroeder	
8:05 a.m.	Board Governance - Schroeder Election of Chair – Action	
8:20 a.m.	Legal Report Guest: Gina Kastel of Faegre Baker Daniels	1
8:40 a.m.	Foundation Finances - USbank: Guests: Jerry Anderson, Jon Gennaro, Kim DeBaere ➤ Selected Period Performance - Investment Consultant: Guest: Mike Sullivan ➤ Quarterly Report ➤ Funding Scenarios - Assets and Grants/Assets Detail	
9:20 a.m.	Interview with Board Candidate: Stephen Lewis	2
10:05 a.m.	Executive Director's Report – Hunt	3
10:15 a.m.	Grant Program Discussion	4
11:15 a.m.	Interview with Board Candidate: Ed Spencer, Jr.	2
12 Noon	Lunch/Continuation of Grant Program Discussion	
1:15 p.m.	Abbott Northwestern Hospital <i>LifeCourse: Late Life Supportive Care</i> ➤ Guests: Eric Anderson, Sandy Schellinger, Kim Radel, Heather Britt, Penny Wheeler ➤ Six-Month Report	5
2:15 p.m.	University of Minnesota Law School <i>Robina Institute for Criminal Law and Criminal Justice</i> ➤ Guests: David Wippman, Kevin Reitz, Richard Frase <i>Center for New Americans</i> ➤ Guests: David Wippman, Ben Casper	6
4:30 p.m.	Adjournment	

Robina Foundation Board of Directors' Annual Meeting
Wednesday, August 14, 2013

TIME	Faegre Baker Daniels Office 2200 Wells Fargo Center, 90 South 7th Street, Minneapolis, MN 55402, Phone: 612-766-8078 (Go to 22nd floor and receptionist will direct you to the room.)	Tab#
8:00 a.m.	Welcome and Call to Order – Blatz	
8:05 a.m.	Minutes from May 14, 2013 Board Meeting – Berresford – Action	7
8:10 a.m.	Grantee Reports - Hunt - Yale School of Drama: <i>Binger Center for New Theatre</i>: Annual Report and Follow-up on Outside Review and YSD Response - Yale Law School: <i>Robina Human Rights Fellowship Initiative</i>: Assessment - CFR: <i>International Institutions and Global Governance</i>: Annual Report - CFR: <i>Expanded Diversity Initiative</i>: Six-Month Report - CFR: 2012 Financial Statement and 2013 Budget (back of book) - ANWH: <i>Care Guide Research Project</i>: Update	8
	Grant Proposals - Action - CFR: <i>Expanded Diversity Initiative in Foreign Policy-Additional Activities</i> - CFR: <i>Program on Digital and Cyberspace Policy</i>	9
9:40 a.m.	Governance Discussion - Memorializing Tom Crosby Robina Board of Directors - Job Description of Board Directors - Size - Term Limits - Composition - Compensation - Officers ➤ Term ➤ Designation/Rotation ➤ Role of Chair Governance - Action - Relection/Election of Board Members - Election of Officers - Board and Chair Compensation - Conflict of Interest Policy/Board Member Disclosure Meeting Dates/Agenda 2013/2014	10
10:40 a.m.	Other Business Executive Session	
12 Noon	Adjournment	

1	LEGAL REPORT and FOUNDATION FINANCES
2	INTERVIEW WITH BOARD CANDIDATE STEPHEN LEWIS
3	EXECUTIVE DIRECTOR'S REPORT
4	GRANT PROGRAM DISCUSSION
5	ABBOTT NORTHWESTERN HOSPITAL
6	UNIVERSITY OF MINNESOTA LAW SCHOOL
7	MINUTES FROM MAY 14, 2013 BOARD MEETING
8	GRANTEE REPORTS
9	GRANT PROPOSALS
10	GOVERNANCE DISCUSSION

From: "Kastel, Gina M." <Gina.Kastel@faegrebd.com>
Subject: FW: Binger Estate
Date: August 12, 2013 3:53:31 PM CDT
To: "Penny Hunt (pennhunt@gmail.com)" <pennhunt@gmail.com>

Penny,

Please see the comments from Peggy below about the loans. It sounds like these discussions occurred before you started as Executive Director. Unfortunately, we can't consult Ed or Tom to get their recollections, but the conclusions don't sound surprising to me.

On the issue of the timing of winding up the estate and any "impediments," it is a little hard to guess what might come up, but as JP Morgan and McDermott review their files to ensure all details related to the administration of the estate are completed, they may find minor items that still need to be addressed. It was a big estate and a lengthy administration.

I'll plan to see you tomorrow morning.

Regards,
Gina

Gina M. Kastel

Partner

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From: Quinn, Peggy A. [mailto:pquinn@mwe.com]
Sent: Monday, August 12, 2013 3:16 PM
To: Kastel, Gina M.
Cc: Slye, Terry (TSlye@Briggs.com)
Subject: Binger Estate

Gina:

A brief summary regarding the promissory notes is below.

For both of the promissory notes, JPMorgan (or its counsel) wrote letters and made numerous telephone calls to attempt collection without response from the payors.

Regarding the Anton Henckel (MyFitLife) loans, Terry Slye's research showed that Henckel had judgments against him in 2005 in excess of \$150,000, plus a history of creating companies with short life spans. Terry also performed a database search on MyFitLife in 2006 that showed bills not being timely paid and noted there was no telephone listing in Minneapolis under MyFitLife, Inc. which led him to think the business was not operating. Terry sent the results of his searches to Robina's counsel at Oppenheimer (Andy Hansen). To obtain more information, JPMorgan would have needed to hire a private investigator or file a claim, so in 2006, JPMorgan consulted with Andy Hansen to check if Robina wanted JPMorgan to do so. Robina did not want JPMorgan to incur those expenses.

JPMorgan also discussed both notes with Ed Spencer and Tom Crosby, and they indicated that they preferred to pursue any additional collection efforts themselves.

Please let me know if you need any additional information regarding the loans.

With regard to informally winding up the estate/trust administration by November, we would be glad to work toward that as a goal. Is there a particular date that you have in mind? If Robina would like to pursue that, we will develop a plan for closing informally, which will help us surface any possible impediments. I do not see anything insurmountable at this point, but will have better visibility once we put together a plan.

Peggy

Peggy A. Quinn
McDermott Will & Emery LLP
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Chicago, IL 60606
Telephone: 312.984.3363
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MEMORANDUM

ATTORNEY CLIENT PRIVILEGED AND CONFIDENTIAL

TO: Kathleen Blatz
Penny Hunt

FROM: Gina Kastel

DATE: August 5, 2013

RE: Review of Accounts

This memorandum summarizes our review of the interim accounts (Accounts)¹ for the Estate of James H. Binger and the James H. Binger Revocable Trust (together, the Estate) and provides information regarding the process to settle the Accounts.

Account Review

The Accounts were prepared by J.P. Morgan Trust Company, N.A. (J.P. Morgan), the Personal Representative of Mr. Binger's Estate and Trustee of his Revocable Trust. The Accounts list the assets, income, disbursements, and expenses of the Estate for the period November 3, 2004 through March 31, 2013. As we have discussed, our primary goal in reviewing the Accounts was to confirm that the assets of the Estate were distributed as required under Mr. Binger's Will, the Restated Revocable Trust Agreement, and the Settlement Agreement and Releases, as amended, among Robina Foundation, Jane Mauer, J.P. Morgan, Tartan Farms Corporation, and individual members of the Binger Family (Settlement Agreement). We also reviewed the amounts paid for attorney and fiduciary fees.

Our review confirmed that J.P. Morgan complied with the terms of the Will, Trust Agreement, and Settlement Agreement. Assets were distributed as required by the Estate documents. In addition, we note the following:

¹ There were four sets of accounts for the Estate for the periods running 11/3/04 to 4/6/05, 4/7/05 to 4/20/06, 4/21/06 to 2/28/09, and 3/1/09 to 3/31/13. There was a single set for the Revocable Trust for the period 11/3/04 to 3/31/13.

- J.P. Morgan has declared certain investments to be worthless. The total date of death value of these assets, as listed on the March 31, 2013 Statement of Current Residuary Assets on Hand, is \$445,327. For the most part these appear to be promissory notes that are deemed uncollectible. A list of these assets follows.

- Jason McLean Promissory Note - \$50,000
- Interest accrued on Promissory Note - \$17,962
- MyFitLife Receivable - \$275,000
- Interest due on MyFitLife Receivable - \$23,845
- Loring Pasta Bar LLC - \$66,576
- Tomsten Inc. - \$6,944

J.P. Morgan has stated that these assets will be written off in the final accounting.

- The total attorney fees paid by the Estate were \$8,299,470.74, the vast majority of which were paid to McDermott Will & Emery, counsel to J.P. Morgan. Of this amount, Tom Crosby approved \$8,285,703.92 on October 18, 2012, in connection with settling the litigation with the Internal Revenue Service. The remaining \$13,767 relates to the transfer of the Flag Venture Partners IV interest to the Virginia M. Binger Limited Marital Trust, and mediator fees paid to Gaskins & Bennett. Consistent with the direction of the Robina Board of Directors, we have not requested or reviewed detailed invoices for the legal services. The trustee fees were \$4,625,000. Together, the legal and trustee fees represent about 1.56 percent of the gross estate of \$825,930,308 and about 7 percent of the gross estate excluding the Virginia M. Binger Limited Marital Trust. In our experience, these expenses typically equal one to three percent of an estate, although for an estate of this size and complexity, there really is no "typical." Further, with respect to the attorney fees, there were significant controversies involving the validity of the Estate documents and disputes with the Internal Revenue Service and Minnesota Department of Revenue. There were very large sums at stake and resolving the issues required significant efforts by a number of law firms. The trustee fees represent approximately 2.5% of gross estate excluding the Virginia M. Binger Limited Marital Trust. Given that the bulk of these assets were under management by J. P. Morgan for several years, this would appear to be within industry norms.

Settlement of Accounts

As you know, the Accounts can be settled in a court proceeding or informally by settlement agreement. Additional information about these processes was included in my memorandum to Penny Hunt of May 6, 2013. It is my understanding that the Board of Directors of Robina Foundation unanimously approved a resolution at its May 14, 2013, meeting to settle the Accounts informally. Based on our review of the Accounts, we do not see a need to deviate from that approach.

Assuming the Robina Foundation Board continues to want to resolve the Accounts informally, the next step will be for me to contact Peggy Quinn, J.P. Morgan's counsel, to let her know that Robina Foundation wants to proceed informally. My expectation is that she will send a draft settlement agreement for review. Before the final settlement agreement is signed, the redemption

of Robina Foundation's interest in Tartan I Limited Partnership must be completed. Dorsey & Whitney is managing that process. J.P. Morgan will also update the Accounts to bring them current. My expectation is that the final distributions to Robina will be made when the settlement agreement is signed.

I would be happy to discuss this further at your convenience.

KASGM

Selected Period Performance
ROBINA FOUNDATION MGMT AGY

Account [REDACTED]

Period Ending: 06/30/2013

Sector	Market Value	Year to Date (6 Months)	1 Year	3 Years	5 Years	Inception to Date (73 Months)
Total Managed Portfolio	89,023,873	3.56	9.87	3.60	3.09	3.29
Robina Custom Benchmark		4.60	10.38	3.42		
Domestic Equity	16,213,672	13.69	21.30			
DJWilshire 5000 Index		14.45	21.72	18.56	7.49	3.56
Hedged Equity	5,327,430	4.89	4.43			
HFRI Equity Hedge Index		5.36	11.00	5.35	1.69	1.27
Developed Foreign	10,603,103	2.80	18.25			
MSCI EAFE Index (Gross)		4.47	19.15	10.55	-1.16	-1.85
Emerging Foreign	2,599,090	-6.43	6.11			
MSCI EM Free Index (USD)		-9.58	2.85	3.38	-4.44	1.15
Total Fixed Income	24,020,865	1.30	5.17	3.05	3.68	
Barclays 1-3 Yr Gov/Credit Index		.06	.73	1.24	2.47	3.20
Hedged Fixed Income	11,219,498	3.39	9.72			
HFRI Relative Value Index (Total)		3.12	9.40	7.07	5.89	5.06
Total Real Estate	6,490,800	3.95	11.60			
Dow Jones Select REIT		5.64	7.67	18.08	6.98	1.21
Total Commodities	1,577,398	-12.47	-10.15			
Dow Jones UBS Commodity TR		-10.48	-8.01	-2.26	-11.61	-4.56
Total Cash Equivalents	22,191,516	.08	.18	.15	.35	1.00

Portfolio Inception: 06/01/2007

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Past performance does not guarantee future results. Performance returns may not reflect the deduction of applicable fees, which would reduce returns. Information is deemed reliable but may be subject to change.

This blended benchmark is an 'asset weighted benchmark'. It follows the allocation of the account throughout its history. For example, if an account holds 30% equity assets and 70% fixed assets, the benchmark would be allocated as 30/70 for which ever benchmark you assigned to those sectors. If the allocation moves to 50% equity/50% fixed, then the benchmark would mirror that allocation. In this specific benchmark, the following benchmarks have been assigned to their respective sectors. Domestic Equity - DJ Wilshire 5000 Index, Total Fixed Income - Barclays 1-3 Year Gov/Index, Foreign Equity - MSCI EAFE Index & MSCI EM Free Index (USD), Hedged Fixed Income - HFRI Relative Value Total, Hedged Equity - HFRI Equity Hedge Index, Total Commodities - Dow Jones UBS Commodity Tr, Total Real Estate - Dow Jones Select Reit .

Robina Foundation

Quarterly Financial Report

*Prepared by Michael F. Sullivan, Ph.D.
Indigo Consulting*

June 30, 2013

Robina Foundation

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Robina Foundation

Executive Summary

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.

Observations and Recommendations

I will address these four observations during the presentation at the board meeting:

First, performance of the portfolio slightly lags the benchmark. Some of this is due to the inherited private equity portfolio, some is due to underperformance in certain sectors, and some is due to benchmark limitations. USBANK will address performance at the meeting.

Second, Counsel is working to release all assets from JPMORGAN. The sooner this is completed the better, as the JPMORGAN fees are quite high.

Third, our portfolio is holding at a robust \$95,792,373, including deductions for recent grants. The US equity market continues to perform well. On the other hand, we have an inordinate allocation to money markets because bond yields are so low and because bond values are likely to decline in coming years. We still do not have a commitment to US government bonds.

Fourth, the board needs to determine a likely spending scenario. Three scenarios are attached for consideration. The spending scenario will determine the implementation of our investment policy: the shorter the spending period, the greater the allocation to bonds.

I look forward to our discussion.

Robina Foundation

Executive Financial Summary

	2012	2013		
	Qtr4	Qtr1	Qtr2	Qtr3
Cash	\$15,810,296	\$24,073,752	\$24,512,087	-
US Gov't Bonds	\$0	\$0	\$0	-
Market Portfolio	\$72,312,218	\$72,367,694	\$71,280,286	-
Corp. Bonds	\$14,574,867	\$13,358,885	\$11,964,943	-
Equities	\$36,413,824	\$38,431,352	\$38,385,845	-
Other	\$21,323,527	\$20,577,456	\$20,929,498	-
IRS Refund	\$12,445,745	\$0	\$0	-
Grand Total	\$100,568,259	\$96,441,445	\$95,792,373	-

Robina Foundation

Grants Paid/Committed: 2013

	Qtr1	Qtr2	Qtr3	Qtr4	Grand Total
Allina Health System/Abbott Northwestern	\$4,245,492				\$4,245,492
Life Course/Late Life Supportive Care	\$4,245,492				\$4,245,492
Council on Foreign Relations	\$426,492	\$2,034,671			\$2,461,163
International Institutions and Global Governance (IIGG) Phase II		\$2,034,671			\$2,034,671
Expanded Diversity Initiative in Foreign Policy	\$426,492				\$426,492
University of Minnesota Law School	\$1,744,134	\$2,863,993			\$2,438,678
Public Interest Scholars		\$694,544			\$694,544
Institute on Criminal Law and Justice	\$1,494,134				\$1,494,134
Support Scholarships	\$250,000				\$250,000
Sentencing Law Program Enhancements (CL&CJ)			\$820,056		\$820,056
Center for New Americans			\$1,349,393		\$1,349,393
Yale University		\$1,000,000			\$1,000,000
Yale Law School: Human Rights Fellowship Initiative Phase II		\$1,000,000			\$1,000,000
Grand Total	\$6,416,118	\$1,000,000	\$4,898,664	\$0	\$12,314,782

Robina Foundation

Sources of Capital

Sources of Capital – JP Morgan

	2012	2013			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
JP Morgan					
Cash					
JHB Cash/MM	\$194	\$86,924	\$74,470		
JHB Income Cash/MM	\$437,475	\$96,876	\$85,550		
Cash Total	\$437,669	\$183,799	\$160,020		
Revocable Trust					
JHB Revocable Trust	\$3,224,782	\$1,908,205	\$1,908,205		
JHB Income Account	\$7,215,789	\$133,592	\$134,179		
Tartan I LP	\$82,053	\$81,949	\$81,949		
Revocable Trust Total	\$10,522,624	\$2,123,746	\$2,124,334		
Other Securities					
→ All Other Securities	\$516,577	\$398,521	\$398,521		
JP Morgan Total	\$11,476,870	\$2,706,066	\$2,682,874		

Robina Foundation

Sources of Capital - USbank

	2012	2013			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
US Bank					
Cash					
US Bank Cash/MM	\$4,600,975	\$21,612,827	\$22,187,891		
Bonds					
US Gov't Bonds	\$0	\$0	\$0		
US Non-Gov't Bonds					
BP Capital PLC	\$745,745	\$742,161	\$735,217		
Corporate Issues	\$9,958,909	\$8,690,833	\$7,407,031		
NuVeen High Income Bond FD CL I	\$2,961,266	\$3,023,027	\$2,928,761		
Total Capital SA	\$532,180	\$529,145	\$523,455		
Bonds Total	\$14,198,100	\$12,985,166	\$11,594,464		

Robina Foundation

Sources of Capital – USbank Continued

	2012	2013			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Equities					
US and Non-US					
Stock Funds	\$27,414,240	\$29,327,767	\$29,134,014		
Hedge					
Common Sense Offshore LTD	\$2,000,607	\$2,014,973	\$2,036,867		
Pointer Offshore Ltd	\$3,087,519	\$3,177,155	\$3,303,506		
Hedge Total	\$5,088,126	\$5,192,128	\$5,340,373		
Private Equity					
Flag Private Equity LP	\$969,713	\$969,713	\$969,713		
Flag Venture Partners III LP	\$757,505	\$757,505	\$757,505		
Flag Venture Partners IV LP	\$1,041,250	\$1,041,250	\$1,041,250		
Pfingsten Partners III LP	\$1,142,990	\$1,142,990	\$1,142,990		
Private Equity Total	\$3,911,458	\$3,911,458	\$3,911,458		
Equities Total	\$36,413,824	\$38,431,352	\$38,385,845		

Robina Foundation

Sources of Capital – USbank Continued

	2012	2013		
	Qtr4	Qtr1	Qtr2	Qtr3
Other Bonds, Real Estate, and Commodities				
Non-US Bonds				
Ontario Province	\$376,767	\$373,719	\$370,479	
T Rowe Price Intl Bond Fund	\$1,992,221	\$1,915,294	\$1,838,366	
Non-US Bonds Total	\$2,368,988	\$2,289,013	\$2,208,845	
Bond Hedge Funds				
Gam Absolute Return Bond Fund	\$3,341,285	\$3,415,121	\$3,438,338	
GCA Credit Opportunities Offshore	\$4,203,863	\$4,329,982	\$4,424,035	
Marathon Credit Opportunity Fund Ltd	\$3,153,484	\$3,335,562	\$3,519,391	
Bond Hedge Funds Total	\$10,698,632	\$11,080,665	\$11,381,764	
Real Estate				
IDR Core Equity Re Strategy 2010	\$6,369,684	\$6,314,676	\$6,491,172	
Commodities				
Inv Balance Risk Comm Str Y	\$871,735	\$0	\$0	
Oppenheimer Com Str Tr Fd Y	\$517,625	\$511,351	\$462,726	
Commodities Total	\$1,389,360	\$511,351	\$462,726	
Other Bonds, Real Estate, and Commodities Total	\$20,826,664	\$20,195,706	\$20,544,507	
US Bank Total	\$76,039,563	\$93,225,051	\$92,712,707	
US Bank Checking	\$331,081	\$235,329	\$121,792	
IRS Refund	\$12,445,745	\$0	\$0	
Bazal Property	\$275,000	\$275,000	\$275,000	
Grand Total	\$100,568,259	\$96,441,445	\$95,792,373	

Robina Foundation

Asset Allocation Report: 06/30/2013

	Actual (\$)	Actual (%)	Goal (\$)	Goal (%)
Cash				
JHB Cash/MM	\$74,470	0%		
JHB Income Account	\$134,179	0%		
JHB Income Cash/MM	\$85,550	0%		
JHB Revocable Trust	\$1,908,205	2%		
US Bank Cash/MM	\$22,187,891	23%		
US Bank Checking	\$121,792	0%		
Cash Total	\$24,512,087	26%	\$4,789,619	5%
US Gov't Bonds	\$0	0%	\$40,232,797	42%
Market Portfolio				
Corp. Bonds	\$11,964,943	12%		
Equities	\$38,385,845	40%		
Other	\$20,929,498	22%		
Market Portfolio Total	\$71,280,286	74%	\$50,769,958	53%
Grand Total	\$95,792,373	100%	\$95,792,373	100%

Robina Foundation

Asset Allocation Report - Robina Perspective: 06/30/2013

	Actual (\$)	Actual (%)	Goal (\$)	Goal (%)
Cash				
JP Morgan	\$160,020	0%		
US Bank Cash/MM	\$22,187,891	23%		
US Bank Checking	\$121,792	0%		
Cash Total	\$22,469,703	23%	\$4,789,619	5%
Fixed Income				
US Gov't Bonds	\$0	0%		
Corp. Bonds	\$11,964,943	12%		
Non-US	\$1,838,366	2%		
JHB Revocable Trust	\$2,124,334	2%		
Hedge Funds	\$11,381,764	12%		
Fixed Income Total	\$27,309,407	29%	\$40,232,797	42%
Market Portfolio				
JP Securities	\$398,521	0%		
US Bank Equity Funds	\$29,134,014	30%		
US Bank Hedge Equities	\$9,251,830	10%		
US Bank Real Estate	\$6,491,172	7%		
US Bank Commodities	\$462,726	0%		
Bazal Property	\$275,000	0%		
Market Portfolio Total	\$46,013,263	48%	\$50,769,958	53%
Grand Total	\$95,792,373	100%	\$95,792,373	100%

Robina Foundation

Potential Funding Scenarios

Summary

Current Commitments	2013	2014	2015	2016	2017
Total Grants to be Paid	\$12,314,782	\$11,247,759	\$6,819,778	\$6,761,761	\$922,980
Projected Beginning Year Net Assets	\$100,568,259	\$93,523,771	\$86,724,434	\$83,803,985	\$81,109,261
Projected Year End Net Assets	\$93,523,771	\$86,724,434	\$83,803,985	\$81,109,261	\$83,778,245

Scenario 1	2013	2014	2015	2016	2017
Total Grants to be Paid	\$12,314,782	\$12,000,000	\$12,000,000	\$12,000,000	\$12,000,000
Projected Beginning Year Net Assets	\$100,568,259	\$93,523,771	\$85,972,193	\$77,833,910	\$69,579,159
Projected Year End Net Assets	\$93,523,771	\$85,972,193	\$77,833,910	\$69,579,159	\$60,594,619

2023

Scenario 2	2013	2014	2015	2016	2017
Total Grants to be Paid	\$12,314,782	\$12,000,000	\$19,000,000	\$12,000,000	\$19,000,000
Projected Beginning Year Net Assets	\$100,568,259	\$93,523,771	\$85,972,193	\$70,833,910	\$62,201,859
Projected Year End Net Assets	\$93,523,771	\$85,972,193	\$70,833,910	\$62,201,859	\$45,848,454

2020

Scenario 3	2013	2014	2015	2016	2017
Total Grants to be Paid	\$12,314,782	\$12,000,000	\$19,000,000	\$12,000,000	\$61,776,838
Projected Beginning Year Net Assets	\$100,568,259	\$93,523,771	\$84,372,936	\$68,310,962	\$59,276,511
Projected Year End Net Assets	\$93,523,771	\$84,372,936	\$68,310,962	\$59,276,511	\$0

2017

**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
06/30/12	99,963,670	53,765,992	32,563,646
09/30/12	98,199,014	57,085,876	29,243,762
12/31/12	100,293,064	57,086,876	29,243,762
03/31/13	96,166,446	63,502,994	22,827,644
06/30/13	95,512,864	64,502,994	30,650,942 (1)

- (1) Includes commitments of \$3,064,266 to Abbott's *Life Course* project; \$8,258,730 (over 4 years) to CFR's *IIGG Phase II*, and \$470,722 for CFR's *Expanded Diversity Initiative*; \$5,162,103 (over 3 years) for U of M *Institute of Criminal Law & Justice* program, \$4,353,788 for *Sentencing Law Program Enhancements*, \$750,000 (over 3 years) to U of M *Scholarship* program, \$3,121,823 (over 4 years) for U of M *Public Interest Scholars*, \$4,469,510 for *Center for New Americans*; and \$1,000,000 (over 2 years) to Yale Law School *Human Rights Phase II* program.

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

Assets	06/30/12	09/30/12	12/31/12
USbank Checking	538,773	438,552	331,081
USbank Investment	74,687,548	74,324,421	76,039,563
Estate of Jim Binger	12,291,604	10,990,296	11,476,675
IRS Refund	12,445,745	12,445,745	12,445,745
Total	\$99,963,670	98,199,014	100,293,064

Assets	03/31/13	06/30/13	09/30/13
USbank Checking	235,329	121,792	
USbank Investment	93,225,051	92,712,707	
Estate of Jim Binger	2,706,066	2,678,365	
IRS Refund	(5)		
Total	\$96,166,446	\$95,512,864	

- (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.
- (5) Anita Tyson stated that "we are still waiting for a small final overpayment interest check from the US Treasury.

ROBINA FOUNDATION

TO: Robina Foundation Board of Directors

FROM: Penny Hunt

RE: Board Candidates

Following is information on Stephen Lewis, Marianne Short and Ed Spencer, Jr., candidates for the Robina Foundation Board of Directors.

Gordy and Kathleen identified these three individuals based on the needs and interests of the Foundation and the skills and experience of the candidates. Meetings were held with each of the candidates, who expressed interest in the Foundation and asked to be considered for Board membership.

Interviews with Steve Lewis and Ed Spencer, Jr. will take place during the board meeting. Unfortunately, Marianne Short is unable to attend the meeting due to a previously scheduled out-of-town meeting. Marianne has expressed a willingness to travel to meet with board members or to participate in interviews via telephone in the near future.

STEPHEN R. LEWIS, JR.

Stephen R. Lewis, Jr. is President Emeritus and Professor of Economics Emeritus at Carleton College, where he served as president from 1987 to 2002. He began senior administrative experience at Williams College, where he twice served as Provost of the College (1968-71 and 1973-77). In January 2007 he was elected Chairman of the Boards of Columbia Funds, the mutual fund group formerly IDS and American Express Funds.

An economist with a specialty in developing countries, Lewis received his BA, *Phi Beta Kappa*, from Williams in 1960, and his PhD in Economics from Stanford in 1963. He taught Economics at Stanford (1962-63), Harvard (1965-66), the University of Nairobi (1971-72) and Williams (1966-87), where he held the Herbert H. Lehman Professorship.

As Research Advisor to the Pakistan Institute of Development Economics in Karachi (1963-65), Lewis headed a research section on fiscal policy; his work resulted in two books, including *Pakistan: Industrialization and Trade Policy* (1970). He also lived in Nairobi (1971-73) where he served as an Economic Advisor to the Ministry of Finance and Economic Development of the Government of Kenya.

In 1975, Lewis began a long association with Botswana, serving as Economic Consultant to the Ministry of Finance and Development Planning on a resident basis in 1977-78 and 1980-82, on short term assignments from 1975 to 1988, and occasionally until 1998. With Charles Harvey he coauthored *Policy Choice and Development Performance in Botswana* (1990). Lewis edited Q.K.J. Masire's *Very Brave or Very Foolish? Memoirs of an African Democrat* (Macmillan, 2006). Masire served as Botswana's Vice President and Minister of Finance from Independence in 1966 until 1980, and as its second President from 1980 to 1998. Lewis was awarded the Presidential Order of Meritorious Service by the Botswana Government in 1983.

As a result of his work in Southern Africa, Lewis was asked by the Council on Foreign Relations to analyze the South African economy, which resulting in his 1990 book *The Economics of Apartheid*.

Lewis is a member of the Council on Foreign Relations and the Dean's Advisory Council of the Hubert H. Humphrey School of Public Affairs, a trustee of William Mitchell College of Law and of Wallin Education Partners, and Vice Chairman of the Carnegie Endowment for International Peace. He is a Director of Columbia Funds and from 2002-13 of Valmont Industries, Inc. He chairs the Visiting Committee of the Center for Development Economics at Williams, and also serves as a consultant to colleges and their presidents. Among his awards are honorary degrees from Williams, Carleton, Macalester College, Doshisha University in Kyoto, Japan, and Lingnan University in Hong Kong.

In 1996 Lewis married the former Judith Frost Flinn. They each have three grown children and several grandchildren.

Marianne D. Short
Executive Vice President and
Chief Legal Officer
UnitedHealth Group



Marianne D. Short joined UnitedHealth Group as Executive Vice President and Chief Legal Officer in January 2013. She is responsible for overseeing legal, regulatory and compliance matters across the enterprise. UnitedHealth Group is the most diversified health care company in the United States and a member of the Dow Jones Industrial Average, serving more than 80 million individuals worldwide with operations in all fifty states and 20 other nations.

In addition, Ms. Short is the internal lead director of UnitedHealth Foundation, which is devoted to improving access to quality, cost-effective medical care and enhancing community well-being. She is also chairperson of the Charitable Giving Committee, helping to raise funds for the communities where the people of UnitedHealth Group live and work.

Prior to joining the company, Ms. Short had over 35 years of courtroom and management experiences. From 2007-2012, she was the Managing Partner at Dorsey & Whitney LLP with responsibility for over 600 attorneys in 19 offices world-wide. In addition to her management responsibilities, Ms. Short was an active litigation partner, co-chair of the firm's Appellate and Health Litigation practice groups, and is a member of the American College of Trial Lawyers, the American Academy of Appellate Lawyers, certified by the Minnesota State Bar Association as a Civil Trial Specialist, and ranked among America's leading business lawyers by Chambers USA.

From 1988-2000, Ms. Short served as a judge on the Minnesota Court of Appeals and authored more than 900 opinions in virtually every area of civil and criminal law. Prior to 1988, Ms. Short was an attorney at the Minnesota Attorney General's Office and the Dorsey firm. She is a native of Minnesota, serves on numerous non-profit boards, including Boston College Board of Trustees, University of St. Thomas Board of Trustees, the Board of Trustees of the Minneapolis Institute of Arts, Leadership Council on Legal Diversity and the Cargill Foundation. Ms. Short earned her Bachelor of Arts degree from Newton College of the Sacred Heart in 1973, and her law degree from Boston College Law School in 1976.

MARIANNE D. SHORT
Community Board Affiliations
(as of 8/8/13)

Current Non-Profit Boards

Boston College Board of Trustees

- Executive Committee
- Chair, Student Life Committee

Cargill Foundation

Council for Women of Boston College

- Membership Committee
- Founding Member

Leadership Council on Legal Diversity

Minneapolis Institute of Arts

- Accessions Committee
- Audit Committee, Vice Chair
- Globalization Committee
- Governance & Nominating Committee

UnitedHealth Foundation

University of St. Thomas Board of Trustees

- Governance Task Force
- Student Affairs Committee

Current For Profit Boards

FF&M Brownsdale State Bank

Several Family-Affiliated Companies

- Shareholder or Member of Board

Past Board Affiliations

Academy of Certified Trial Lawyers in Minnesota

Boston College Academic Affairs Committee, Chair

Boston College Law School Board of Overseers Executive Committee

Catholic Charities of St. Paul and Minneapolis

Children's HeartLink

CommonBond Communities Executive Committee; Governance Committee Chair

Convent of the Visitation School Chair

Minneapolis Club, President; Member, Board of Governors;

Nominating Committee

Minnesota Business Partnership; Executive Committee; Education Committee Chair

Ordway Center for Performing Arts Executive Committee Chair

Rush Creek Golf Club, LLC Board

Schubert Club Executive Committee; Governance Committee Chair

St. Thomas Academy Board of Trustees, Vice Chair; Executive Committee;

Board of Affairs Committee

The Fund for the Legal Aid Society Executive Committee

Twin Cities Diversity in Practice

United Way; Tocqueville Society

University of Minnesota Law School Board of Visitors

MARIANNE D. SHORT

Memberships

American Academy of Appellate Lawyers
American Bar Association
American Bar Foundation
American College of Trial Lawyers
Best Lawyers Advisory Board
Hennepin County Bar Association
Minnesota State Bar Association
Minnesota Women Lawyers
National Association of Women Judges

Miscellaneous

Adjunct Professor at the University of Minnesota Law School (1994-present)
MSBA Civil Trial Specialist (1988-present)
Supreme Court Advisory Committee to Review Lawyer Discipline (1993-94)
Supreme Court Advisory Committee on Rules of Appellate Procedure (past)
Supreme Court Advisory Committee on Rules of Civil Procedure (past)
Minnesota Commission on Judicial Selection (past)
Minnesota Tax Court Selection Committee (current)

Honors/Awards

- ABA DirectWomen Board Institute Class of 2008
- Best Lawyers' Lawyer of the Year (2011, 2012)
- Best Lawyers' Minneapolis Bet-the-Company Litigator of the Year (2010)
- Boston College Law School Founders Award (2007)
- Chambers USA America's Leading Business Lawyers
- Convent of the Visitation Distinguished Alumna Award (2006)
- Finance & Commerce 40 Minnesotans on the Move (2009)
- Girl Scouts Women of Distinction (2009)
- Minneapolis-St. Paul Business Journal Women to Watch (2005)
- Minnesota Lawyer Attorney of the Year (2005, 2012)
- Minnesota Lawyer's 15 Attorneys of the Year (2005)
- Minnesota State Bar Association Certified Civil Trial Specialist
- Minnesota Super Lawyers Top 40 Business Litigation Attorneys (2003)
- Minnesota Super Lawyers Top Ten (2010)
- Minnesota Super Lawyer (2001-2013)
- National Association of Women Business Owners Corporate Woman of Achievement (2004)
- The Business Journal Women to Watch (2005)
- Twin Cities Business Magazine Person to Watch (2008)

Edson W. Spencer, Jr.

Home

180 Lakeview Lane
Wayzata, MN 55391
952-471-9466

Office

901 Marquette Avenue, Suite 2820
Minneapolis, MN 55402
612-252-9896

EMPLOYMENT

Affinity Capital Management

1990 to Present

A venture capital firm investing in early stage health care companies

Chairman and Founder of Affinity Capital Management, and the Managing Partner of five venture capital investment funds with \$165 million in combined capital. Approximately 50% of its investments are in Minnesota based companies. Some of the Minnesota based companies include Compellent Technology, Endocardial Solutions, Minute Clinic, Apptec, Inc., XIOtech Corporation and ProVation Medical.

Dyco Petroleum

1981 to 1990

Oil and gas exploration business

Vice President, Marketing

Dyco was a NYSE traded company in the oil and gas exploration business with operations in Tulsa, OK and headquartered in Minneapolis, MN.

Responsibilities included sales, marketing, sales administration and investor relations and services.

CORPORATE BOARDS

Current

Botanical Labs, Inc. Seattle, WA

Cellation, Inc., Eden Prairie, MN (member since 2003, Chair 2003-2011)

Spineology, Inc., St. Paul, MN

Past

Various Affinity Portfolio Company Boards

COMMUNITY INVOLVEMENT

Current

Minnesota Venture Capital Association (President)

ARC – Greater Twin Cities (Advisory Board)

Humphrey School of Public Affairs (Advisory Board)

Jeremiah Program (Investment Committee)

Teach for America (Board of Advisors)

Opportunity Partners (Board of Directors, Executive Committee)

Past

Allina Health (Board of Directors and past Chair)

Blake School (Board of Trustees and past Chair)

Minnesota Children's Hospital (Board of Directors and past Chair)

Minnesota Children's Museum (Board of Directors and past Chair)

Wilderness Inquiry (Board of Directors)

Minneapolis Club (Board of Directors)

Woodhill Country Club (Board of Directors)

St. David's Center for Child and Family Development (Board of Directors)

Governor Dayton's Task Force on Capital Access

EDUCATION

B. A. Williams College, Williamstown, MA
Major in History

M.B.A. Columbia Business School, Manhattan, NY
Focus on Finance and Marketing

PERSONAL

Married to Valerie Spencer. Two daughters, Katie and Alison and one son, Teddy.

**ROBINA FOUNDATION
BOARD OF DIRECTORS MEETING
August 13, 2013**

EXECUTIVE DIRECTOR'S REPORT

Although the bulk of my time since the May Board Meeting was spent following up on items discussed at the meeting and preparing for the August meeting, Tom's shocking and untimely death was constantly on my mind. I felt fortunate to have Nancy by my side as we worked with Tom's family and others to fill the many holes left by his absence. Nancy was instrumental in ordering flowers for Tom's service, making arrangements for Steve and Peter's attendance at the service and working with Tom's sons on matters related to his office. As always, Nancy's work was exemplary.

Foundation Administration

Financial and Legal Matters

After I developed several possible funding scenarios for future Robina grantmaking, Kathleen, Nancy and I met with Mike Sullivan to discuss material needed to facilitate the Board's consideration of the scenarios. Mike's material is found at **Tab 1**. Mike will discuss the financial implications of the scenarios with the Board so that the Board's Grant Program Discussion can focus on the programmatic implications of the various scenarios. Kathleen, Nancy and I also met with Gina Kastel of Faegre Baker Daniels to discuss the current status of efforts to finalize the Binger Estate. Gina, who will attend the Board Meeting, prepared the update at **Tab 1**.

Robina Office

When the possibility of Robina moving into Tom's office arose, I worked with Nancy and Jim Peter to understand the pros and cons of a move and provided Board Members with information on a move so that you could decide if the move makes sense for the operation of Robina. I am pleased with the decision and believe Robina's move into the office will facilitate the Foundation's operations now and in the future.

Abbott Northwestern Hospital

I worked with Eric Anderson to help him prepare material for the meeting with the Robina Board and the discussion at the meeting. Material on the *LifeCourse* initiative is found at **Tab 5**.

University of Minnesota Law School

Following the May Board Meeting, I spoke with Dean Wippman about the Board's approval of two new grants and followed up our conversation with a letter (Attachment 1). To assure that the Board's meeting with the Dean and leaders of the Robina Institute and the Center for New Americans covers items of special importance, I met with the Dean to discuss material for the meeting and key issues.

Robina Institute on Criminal Law and Criminal Justice

Kathleen and I plan to attend the National Association of Sentencing Commissions Annual Meeting on August 5. This meeting entitled "Merging Sentencing Research and Policy" is a partnership between the NASC and the Robina Institute.

Yale School of Drama: Binger Center for New Theatre

To follow up on the Board's discussion of the outside review of the *Binger Center for New Theatre* and James Bundy's response to the review, I sent James an email (Attachment 2). In early July, Peter, Susan and I had an extended conversation with James about the content of the report and Robina's interest in more frequent reviews. Peter and Susan will discuss our conversation when the Board considers the material from James found at **Tab 8**.

Council on Foreign Relations: Expanded Diversity Initiative

I attended the CFR/Humanity in Action Workshop for HIA's 2013 American Fellows on May 28 in Washington DC. The workshop is an activity of CFR's *Expanded Diversity Initiative* funded by the Robina Foundation. As you can see from the agenda at Attachment 3, CFR provided a remarkable day of extraordinary speakers who gave HIA Fellows important perspective on Europe shortly before they left for their month-long work in Europe. The HIA Fellows clearly loved the sessions. Their questions and exchanges with the speakers were insightful and probing, evidencing the quality of the participants in the program. I will bring bio information on the HIA participants to the meeting for you to review if you are interested.

The day-long meeting included a panel discussion on "Foreign Policy Careers" and the remarks of Zeenat Rahman at the dinner and reception focused on foreign policy career paths. A number of local young CFR members attended the dinner and reception to provide HIA Fellows with more examples of the multitude of foreign policy career opportunities. Several HIA board members also attended the sessions and reported that the addition of the CFR organized workshop greatly enhanced the HIA program and raised the level of people applying for fellowships. CFR staff, while acknowledging that implementation of the workshop took more staff time than anticipated, was very enthusiastic about the program and commented repeatedly on the knowledge and interest of the HIA Fellows.

Robina Grantee Reports

At the May 2013 Board Meeting, I suggested that we reconsider the Foundation's current requirement that Robina Grantees prepare Six-Month and Annual Reports for all grants. Board Members asked me to suggest a revised reporting schedule. Attachment 4 outlines a revised schedule.

ROBINA FOUNDATION

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

May 21, 2013

David Wippman, Dean and William S. Pattee Professor of Law
University of Minnesota Law School
381 Walter F. Mondale Hall
229 19th Ave. So., Room 381
Minneapolis, MN 55455

Dear Dean Wippman,

I am writing to follow up on our discussion last week about the Robina Foundation's decisions concerning two grant proposals from the University of Minnesota Law School.

Sentencing Law Program Enhancements:

The Robina Board approved a five-year grant totaling \$4,353,788, payable as follows: FY2014: \$820,056; FY2015: \$844,658; FY2016: \$869,997; FY2017: \$896,097; FY2018: \$922,980 to support the initiatives described in the University's proposal dated October 29, 2012. (Fiscal years refer to the University's fiscal years.) As we discussed, at the end of the third year of funding, the Robina Board of Directors will review the implementation of the enhancements using the "University of Minnesota Law School SLP Augmentation Proposal Timeline and Deliverables" prepared by the Law School to assess the initiative. Assuming satisfactory progress, the Foundation will provide payments for years four and five.

We ask that the Law School report on the Sentencing Law Program Enhancements in the annual reports for the Robina Institute on Criminal Law and Criminal Justice scheduled for review at the Foundation's November Board Meetings. (The Robina Board plans to review the need for six-month reports. I will let you know what the Board decides for the timing of reports on the Robina Institute.)

As you and I discussed, the Robina Board anticipates that this grant will be the Foundation's last grant to support the Robina Institute. We plan to make the first payment to support the Sentencing Law Program Enhancements in July 2013, with subsequent payments to be made in July.

Center for New Americans

The Robina Board also approved a grant totaling \$4,469,510 to support the implementation of a four-year pilot for the Center for New Americans as described in the University's proposal dated April 30, 2013. The Foundation's grant is payable as follows: FY2014: \$1,349,393; FY 2015: \$1,022,887; FY2016: \$1,039,869; FY2017: \$1,057,361. While the University proposed that this center be named the "Binger Center for New Americans," the Robina Board determined that identifying the Center with the Binger name wasn't appropriate during the pilot phase as you test the efficacy of the initiative.

The University's annual reports on the Center will be due for review by the Robina Board at its August meetings. Since this is a new initiative, we will require six-month reports for review at February Board Meetings. The Foundation will provide the first installment of this grant in July. Subsequent payments will be made in August following receipt of annual reports on the operation of the Center.

We have agreed to use the "Benchmarks" presented by the University to evaluate the initiative during the pilot phase, as well as at the end of the pilot as part of the Foundation's deliberation concerning an endowment to support the initiative in perpetuity. In our conversation I emphasized that the Board is not committing to an endowment grant in connection with its support of the pilot and may decide not to provide endowment funding or may position its endowment support as a challenge or matching grant. Also, the Board may decide to engage outside reviewers to assist in an assessment of the success of the pilot.

I believe I have covered the terms of these two grants we discussed, but please let me know if I failed to address anything or if you have questions or concerns. As noted above, the Foundation will pay the first installment of both of these grants in July.

Warm regards,

Penny A. Hunt
Executive Director

From: Penny Hunt <pennhunt@gmail.com>
 Subject: Robina Foundation
 Date: June 11, 2013 10:45:25 AM CDT
 To: James Bundy <james.bundy@yale.edu>
 Cc: Peter Karoff <pkaroff@TPI.ORG>, Nancy Gilberg <ngilberg@robinafoundation.org>



Dear James,

As you know, at a board meeting in May Robina Foundation Board Members reviewed the "Report on the Binger Center for New Theatre" prepared by the five-person outside review committee, as well as your response to the Committee Report. I am a bit slow in providing you with feedback from the board discussion -- as you can imagine, Tom Crosby's surprising death has impacted all of us personally and professionally.

Notwithstanding the delay, I want to follow up on the Board's discussion and describe several requests from Board Members, first by this email, and then perhaps, if useful, by a phone conversation involving Board Members Peter Karoff and Susan Berresford. As you know, the Robina Board will be in New Haven next March when further discussions can take place.

Following are several of the key issues the Board discussed.

Board Members were pleased that the Review Committee confirmed the Binger Center's achievement of its goal of commissioning and working with excellent writers to expand new play development activity. However, some aspects of the report were a surprise to Board Members, and unfortunately your response came across to several Board Members as defensive and dismissive, rather than helpful and forward-thinking,

Board Members were disappointed to learn about the lack of communication between the Binger Center and YSD faculty and students and the resulting missed opportunities for student engagement. While we noted that some faculty members feel that there is no room in the schedule for integration of activities, others apparently are open to this, and students even put forth ideas for interaction.

I know you will not be surprised that the Board was particularly interested in the Review Committee's assessment of the Production Enhancement Fund. Since the Review Committee described the fund as "the most innovative piece of the Robina Foundation funding" and expressed eagerness "to think about how it could be used in a more innovative fashion," we were hoping that the Committee would provide specific ideas to expand use of the fund. Instead, the report simply recommends that you reconsider how the enhancement support is made public and whether the fund might be used in ways to encourage productions of new plays from Yale Rep. Although we continue to believe that expansion is possible, we don't feel that your response provided ideas that have the potential to spur use of the fund in the future.

To follow up on the information in the report and your response, Board Members ask that you provide Robina with the following information for consideration at the Robina Board Meeting scheduled for August 13 and 14:

- A plan to involve playwriting students in the Binger Center;
- A plan for the Production Enhancement Fund that builds on the experience to date;
- Ideas about how to address the apparent lack of synergy between Yale Rep and Yale School of Drama.

In addition, based on our phone conversation, we understand that you do not envision engaging the outside Review Committee for another five years. While we recognize that you contemplated convening an outside committee every five years when you proposed endowment funding for the Binger Center for New Theatre, we ask that you re-consider that timing. Board Members do not think that represents the best use of peer review and advisory boards in general where the real value added comes with ongoing follow-up on what has changed

since the last encounter -- five year intervals is far too long a time for a Review Committee to be helpful. We would ask that you reflect further on the role, use and value of an outside advisory committee on a more regular basis and hope that we can talk further with you about this.

You undoubtedly have questions and concerns about some of the items I've discussed. As I mentioned, we would like to follow up on this email with a telephone conversation sometime in July, so I will be in touch with you to schedule a time. Until then, please feel free to get in touch with me.

Warm regards,

Penny

Penny A. Hunt
Executive Director

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**COUNCIL *on*
FOREIGN
RELATIONS**

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May 28, 2013

WASHINGTON, DC, COUNCIL ON FOREIGN RELATIONS-HUMANITY IN ACTION WORKSHOP

Europe's Challenges and Opportunities

This meeting is not for attribution. Participants are welcome to make use of the information received at the meeting, but neither the identity of the speakers nor that of any other participant may be revealed; nor may one cite a CFR meeting as the source of the information. Use of personal recording devices and cameras is prohibited. We respectfully request that participants turn off electronic devices and refrain from leaving the meeting early. Thank you.

This event is made possible through generous support from the Robina Foundation.

AGENDA

● Europe's Challenges and Opportunities

Tuesday, May 28, 2013

Council on Foreign Relations, Washington, DC

8:30 – 9:00 a.m. Breakfast Reception

9:00 – 9:05 a.m. Welcoming Remarks

James M. Lindsay, *Senior Vice President, Director of Studies, and Maurice R. Greenberg Chair, Council on Foreign Relations*

9:05 – 10:00 a.m. Session One: European Security and Politics

Spencer Boyer, *Visiting Senior Fellow, Center for Transatlantic Relations, Paul H. Nitze School of Advanced International Studies*

Stephanie Sanok, *Deputy Director & Senior Fellow, Center for Strategic and International Studies*

Presider: **Frank Klotz**, *Senior Fellow for Strategic Studies and Arms Control, Council on Foreign Relations*

10:00 – 10:15 a.m. Break

10:15 – 11:15 a.m. Session Two: The Economic Crisis and Europe

Robert Kahn, *Steven A. Tananbaum Senior Fellow for International Economics, Council on Foreign Relations*

Presider: **James M. Lindsay**, *Senior Vice President, Director of Studies, and Maurice R. Greenberg Chair, Council on Foreign Relations*

11:15 a.m. – 12:20 p.m. Session Three: The Peoples of Europe

Carles Castillo-Catchot, *Associate Director, Strategic Foresight Initiative, Atlantic Council*

Harris Mylonas, *Assistant Professor of Political Science and International Affairs, George Washington University*

Presider: **Thomas A. Bowman**, *Assistant Director, Washington Program, Council on Foreign Relations*

12:20 – 1:00 p.m. Lunch Buffet

1:00 – 2:00 p.m. Session Four: Keynote Address

Speaker: Jim Kolbe, *Senior Transatlantic Fellow, The German Marshall Fund of the United States*

Presider: **James M. Lindsay**, *Senior Vice President, Director of Studies, and Maurice R. Greenberg Chair, Council on Foreign Relations*

2:00 – 2:15 p.m. Break

2:15 – 3:15 p.m. Session Five: The European Orbit

Carl Meacham, *Director, Americas Program, Center for Strategic and International Studies*

John Campbell, *Ralph Bunche Senior Fellow for Africa Policy Studies, Council on Foreign Relations*

Presider: **Hans Binnendijk**, *Senior Fellow, Center for Transatlantic Relations, Paul H. Nitze School of Advanced International Studies.*

3:15 – 3:30 p.m. Break

3:30 – 5:00 p.m. Session Six: Foreign Policy Careers

Kimberly McClure, *Foreign Service Officer, U.S. Department of State*

Shaarik Zafar, *Acting Chief, Countering Violent Extremism Group, National Counterterrorism Center*

Carmencita Whonder, *Policy Director, Brownstein Hyatt Farber Schreck, LLP*

Presider: **Christopher M. Tuttle**, *Director, Washington Program, Council on Foreign Relations*

5:00 – 6:00 p.m. Break

6:00 – 7:30 p.m. Dinner and Networking Reception with Informal Remarks

Zeenat Rahman, *Special Advisor on Global Youth Issues, U.S. Department of State*

Presider: **James M. Lindsay**, *Senior Vice President, Director of Studies, and Maurice R. Greenberg Chair, Council on Foreign Relations*

Speaker and Presider Biographies

Hans Binnendijk

Dr. Hans Binnendijk is a Senior Fellow at the SAIS Center for Transatlantic Relations. Until July 4, 2012, he was the Vice President for Research and Applied Learning at the National Defense University and Theodore Roosevelt Chair in National Security Policy. He was also Director of the Institute for National Strategic Studies. From 2001 to 2009 he was the founding Director of the Center for Technology and National Security Policy at NDU. He previously served on the National Security Council staff as Special Assistant to the President and Senior Director for Defense Policy and Arms Control (1999-2001). From 1994 to 1999, he served his first tour as Director of the Institute for National Strategic Studies. Prior to that, he was Principal Deputy Director of the State Department's Policy Planning Staff (1993-1994). He was Deputy Staff Director and Legislative Director of the Senate Foreign Relations Committee (1980-1985) and a senior staff member of the Committee from 1977 to 1980. He served his first tour at the National Security Council from 1976 to 1977 and at the Office of Management and Budget from 1974 to 1976. He has received numerous awards for his government service, including two Distinguished Public Service Awards and a Superior Service Award.

In academia, Dr. Binnendijk was Director of the Institute for the Study of Diplomacy at Georgetown University, where he was also the Marshall B. Coyne Research Professor at the Edmund A. Walsh School of Foreign Service (1991-1993). He was Deputy Director and Director of Studies at London's International Institute for Strategic Studies and Editor of *Survival* from 1988-1991. He is author or co-author of more than 100 articles, editorials and reports. His most recent books include *Seeing the Elephant: The U.S. Role in Global Security* (Potomac Books: 2006) and *Civilian Surge* (Editor: NDU Press: 2009).

Dr. Binnendijk serves as Vice Chairman of the Board of the Fletcher School of Law and Diplomacy, on the Studies Committee of the Council on Foreign Relations, and as Chairman of the Board of Humanity in Action. He previously served on the U.S. Committee of the International Institute for Strategic Studies and the CSIS International Research Council. He has received the Cross of the Order of Merit from the Federal Republic of Germany.

Dr. Binnendijk is a 1968 graduate of the University of Pennsylvania. He received his M.A.L.D. and his Ph.D. in international relations from the Fletcher School of Law and Diplomacy, Tufts University.

Thomas A. Bowman

Thomas Bowman is currently an assistant director at the Council on Foreign Relations (CFR), one of the world's oldest and most distinguished foreign policy research organizations. Mr. Bowman is the main point of contact between CFR's Washington Program and executive branch officials and foreign diplomats. He manages CFR's Diplomatic program and Executive Branch initiative, arranging briefings for senior diplomats and executive branch officials and overseeing a range of other outreach activities to facilitate interactions between Council fellows and policymakers and making CFR publications and other resources available to these audiences. Mr. Bowman also regularly meets with foreign diplomats posted in Washington and speaks to outside groups interested in the role played by think tanks in shaping public policy.

Prior to that he served in the White House as an assistant staff secretary, where he was part of the team that managed all papers and documents going to and coming from the Oval Office. Mr. Bowman traveled with President George W. Bush to the 2006 G-8 Summit in St. Petersburg, Russia, the 61st United Nations General Assembly in New York, NY, and the 2007 APEC Summit in Sydney, Australia. From 2005-2006 Bowman worked as a legislative analyst for the Office of Management and Budget, where he oversaw the editing and transmission of statements of administration

policy. He started his service for the Bush Administration as a congressional liaison with the Department of Health and Human Services.

Mr. Bowman graduated with a BA in political science from Duke University in 2001. He studies U.S. presidential history in his spare time and lives in Washington, DC.

Spencer P. Boyer

Spencer P. Boyer is a visiting senior fellow at the Center for Transatlantic Relations at the Paul H. Nitze School of Advanced International Studies (SAIS) at Johns Hopkins University. He recently completed his appointment as a resident Public Policy Scholar at the Woodrow Wilson International Center for Scholars. From August 2009 to December 2011, he served in the Obama administration as a deputy assistant secretary of state in the Bureau of European and Eurasian Affairs. Mr. Boyer's work in the bureau focused on western Europe, public diplomacy, and public affairs. Prior to joining the State Department, Mr. Boyer was the director of international law and diplomacy in the national security and international policy department of the Center for American Progress.

Mr. Boyer is a graduate of Wesleyan University and received his JD from New York University School of Law, where he specialized in public international law and the work of international organizations. While at NYU, he also obtained a master's degree in French studies, with a concentration in French politics, history, and economy. Mr. Boyer began his professional career as an associate with the international law firm of Jones, Day, Reavis & Pogue in Washington, DC. Subsequently, he worked in The Hague as a law clerk to the president of the international criminal tribunal for the former Yugoslavia, in Zurich as a staff attorney at the Claims Resolution Tribunal for Dormant Accounts in Switzerland, and in Paris as counsel at the International Court of Arbitration. He has also served as the executive director and war powers initiative director at the Constitution Project, based at Georgetown University's Public Policy Institute, and as a Corporate Affairs Director at a Fortune 500 company in San Francisco.

Mr. Boyer has been a guest analyst with numerous international, national, and local news outlets, including CNN, BBC, MSNBC, FOX, ABC, and Voice of America, and is widely published on foreign affairs matters. He is co-editor of *Power and Superpower: Global Leadership and Exceptionalism in the 21st Century* (The Century Foundation Press, 2007). Among other professional distinctions, Mr. Boyer served on the Independent Task Force on U.S. Nuclear Weapons Policy at the Council on Foreign Relations and was a Wasserstein public interest fellow at Harvard Law School.

Mr. Boyer is a member of the bars of the District of Columbia, New York, and New Jersey, and a member of the Council on Foreign Relations. He is also a member of the board of directors of the National Security Network. Mr. Boyer recently served as a member of the National Security Advisory Committee of the Obama-Biden re-election campaign.

John Campbell

John Campbell is the Ralph Bunche senior fellow for Africa policy studies at the Council on Foreign Relations (CFR) in New York. Rowman & Littlefield published his book, *Nigeria: Dancing on the Brink*. The second edition is coming soon. He writes the blog "[Africa in Transition](#)" and edits the [Nigeria Security Tracker](#).

From 1975 to 2007, Ambassador Campbell served as a U.S. Department of State Foreign Service officer. He served twice in Nigeria, as political counselor from 1988 to 1990, and as ambassador from 2004 to 2007. Ambassador Campbell's additional overseas postings include Lyon, Paris, Geneva, and Pretoria. He also served as deputy assistant secretary for human resources, dean of the Foreign Service Institute's School of Language Studies, and director of the Office of UN Political Affairs.

From 2007 to 2008, he was a visiting professor of international relations at the University of Wisconsin-Madison. He was also a Department of State mid-career fellow at the Woodrow Wilson School, Princeton University. Prior to his career in the Foreign Service, he taught British and French history at Mary Baldwin College in Staunton, Virginia.

Ambassador Campbell received a BA and MA from the University of Virginia and a PhD in seventeenth century English history from the University of Wisconsin-Madison.

Carles Castillo-Catchot

Carles Castillo-Catchot is the associate director of the Atlantic Council's Strategic Foresight Initiative, which develops actionable foresight by identifying disruptive technologies and assessing long-term emerging global trends; connecting them to current challenges to inform and draw implications for policy; and designing innovative strategies to reach desired future scenarios.

Before joining the Council, Carles held different positions at The Aspen Institute. He helped launch Ascend, a new program focused on moving families in the United States, especially single women and children, away from poverty. He was also a Brent Scowcroft Award fellow at the Aspen Strategy Group, where he worked on the US-India Strategic Dialogue, the Aspen Ministers Forum, and the Trilateral Dialogue among the EU, China, and the US. Prior to that, he served as an assistant to the executive director of the institute's Global Initiative on Culture and Society. During his years in Barcelona, Carles worked as a program evaluator at the department of environmental affairs of the government in Catalunya, as a tax consultant for Ernst & Young Lawyers, and as a research associate at Pompeu Fabra University.

Originally from Menorca, Spain, Carles is a graduate of Pompeu Fabra University in Barcelona, with a BA degree in political science and administration, and an MA in international relations by the Barcelona Institute of International Studies. He graduated in 2010 with distinction with a MS in Foreign Service program at Georgetown University

Robert Kahn

Robert Kahn is the Steven A. Tananbaum senior fellow for international economics at the Council on Foreign Relations (CFR) in Washington, D.C. Dr. Kahn has held positions in the public and private sectors, with an expertise in macroeconomic policy, finance and crisis resolution.

Prior to joining CFR, Dr. Kahn was a senior strategist with Moore Capital Management, where his portfolio spanned G-7 monetary and fiscal policy, regulatory reform, debt policy and debt workouts, and the crisis in Europe. Prior to that, he was a senior adviser in the financial policy department at the World Bank, where he focused on financial sector assessments for developing economies and was the Bank's liaison to the secretariat of the Financial Stability Forum.

Dr. Kahn also held staff positions at the International Monetary Fund (IMF), where he worked on public policy and the resolution of debt crises in emerging markets. He was a member of the IMF team that worked closely with Korean authorities in 1997-98 to develop a system for comprehensive monitoring and reporting of external debt and reserves, and subsequently was involved in development of the Fund's policy for private sector involvement in crisis resolution.

Dr. Kahn has held various senior-level positions at Citigroup and was the managing director and head of the sovereign advisory group. He served as the head of the Office of Industrial Nations at the U.S. Treasury from 1995 to 1996. He was also a senior economist at the Council of Economic Advisers from 1990 to 1991, as well as the Federal Reserve Board from 1984 to 1990 and 1991 to 1992.

Dr. Kahn received his BA from the University of Chicago and his PhD from the Massachusetts Institute of Technology.

Frank Klotz

Frank Klotz is senior fellow for strategic studies and arms control at the Council on Foreign Relations (CFR). Lieutenant General Klotz (USAF, Ret.) is the former commander of Air Force Global Strike Command. In that position, he established and then led a brand new 23,000-person organization that merged responsibility for all U.S. nuclear-capable bombers and land-based missiles under a single chain-of-command.

Earlier in his military career, General Klotz served as the defense attaché at U.S. Embassy Moscow during a particularly eventful period in U.S.-Russian relations. As the senior American military officer based in Russia, he advised the ambassador and senior U.S. officials on a wide range of bilateral defense issues, including financial support for securing weapons of mass destruction and cooperation in Arctic search and rescue.

Later, as the director for nuclear policy and arms control on the National Security Council staff, he represented the White House in the talks that led to the signing of the 2002 Moscow Treaty to reduce strategic nuclear weapons. He subsequently coordinated the executive branch's negotiations with the Senate Foreign Relations Committee to ratify the Moscow Treaty, resulting in a 95-0 vote in favor by the full Senate.

From 2005 to 2007, General Klotz was the vice commander of Air Force Space Command, a 39,400-person organization with responsibility for developing, acquiring, and operating a global network of launch, satellite control, and missile warning facilities. He was awarded the prestigious General Thomas D. White trophy by the Air Force Association for the most outstanding contribution to progress in aerospace in 2006.

General Klotz has spoken extensively on defense and space topics to audiences throughout the United States, as well as abroad. He is the author of *Space, Commerce and National Security* (Council on Foreign Relations Press, 1998) and *America on the Ice: Antarctic Policy Issues* (National Defense University Press, 1990).

A distinguished graduate of the U.S. Air Force Academy, General Klotz attended Oxford University as a Rhodes Scholar, where he earned an MPhil in international relations and a DPhil in politics. He is also a graduate of the National War College in Washington, DC.

Jim Kolbe

Jim Kolbe currently serves as a Senior Transatlantic Fellow for the German Marshall Fund of the United States. He advises on trade matters as well as issues of effectiveness of U.S. assistance to foreign countries, on U.S.-EU relationships, and on migration and its relationship to development. He is co-chair of the Transatlantic Task force on Development with Gunilla Carlsson, the Swedish Minister for International Development Cooperation. The Task force consists of experts from both sides of the Atlantic from governments, NGOs, foundations and corporations - it will make strategic recommendations on development for the new American administration as well as to European audiences. He also serves as a strategic consultant with McLarty Associates, as a member of the Board of Directors of Freedom House and as a member of the Council on Foreign Relations.

For 22 years, Jim Kolbe served in the United States House of Representatives, elected for eleven consecutive terms, from 1985 to 2007. He represented the Eighth (previously designated the Fifth) congressional district, comprising the southeastern part of Arizona with Tucson as the main population area.

While in Congress, Jim served for 20 years on the Appropriations Committee of the House of Representatives,

responsible for deciding the allocation of the budget and the terms for spending appropriated funds. He was chairman of the Treasury, Post Office and Related Agencies subcommittee for four years, and for the last six years in Congress, he chaired the Foreign Operations, Export Financing and Related Agencies subcommittee.

Kolbe graduated from Northwestern University with a BA degree in Political Science and then from Stanford University with an MBA and a concentration in economics. He has received numerous awards and tributes, but notable among them is the George Marshall Award for Distinguished Service from the United States Agency for International.

James M. Lindsay

James M. Lindsay is senior vice president, director of studies, and Maurice R. Greenberg chair at the Council on Foreign Relations (CFR) where he oversees the work of the more than six dozen fellows in the David Rockefeller Studies Program. He is a leading authority on the American foreign policymaking process and the domestic politics of American foreign policy.

Before returning to CFR in 2009, Dr. Lindsay was the inaugural director of the Robert S. Strauss Center for International Security and Law at The University of Texas at Austin, where he held the Tom Slick chair for international affairs at the Lyndon B. Johnson School of Public Affairs. From 2003 to 2006, he was vice president, director of studies and Maurice R. Greenberg chair at CFR. He previously served as deputy director and senior fellow in the foreign policy studies program at the Brookings Institution. From 1987 until 1999, he was a professor of political science at the University of Iowa.

From 1996 to 1997, Dr. Lindsay was director for global issues and multilateral affairs on the staff of the National Security Council. He has also served as a consultant to the United States Commission on National Security/21st Century (Hart-Rudman Commission) and as a staff expert for the United States Institute of Peace's congressionally mandated Task Force on the United Nations.

Dr. Lindsay has written widely on various aspects of American foreign policy and international relations. His book with Ivo H. Daalder, *America Unbound: The Bush Revolution in Foreign Policy* (Brookings Institution Press, 2003), was awarded the 2003 Lionel Gelber Prize, named a finalist for the Arthur S. Ross Book Award, and selected as a top book of 2003 by *The Economist*. His other books include *Agenda for the Nation* (with Henry J. Aaron and Pietro S. Nivola, Brookings Institution Press, 2003), which was named an "Outstanding Academic Book of 2004" by Choice Magazine; and *Congress and the Politics of U.S. Foreign Policy* (Johns Hopkins University Press, 1994). He has also contributed articles to the op-ed pages of many major newspapers, including the *New York Times*, *Washington Post*, and *Los Angeles Times*. He writes the blog, *The Water's Edge*, which discusses the politics of American foreign policy and the domestic underpinnings of American global power.

Dr. Lindsay holds an AB in economics and political science from the University of Michigan and an MA, MPhil, and PhD from Yale University. He has been a fellow at the Center for International Affairs and the Center for Science and International Affairs, both at Harvard University. He is a recipient of the Pew Faculty Fellowship in International Affairs and an International Affairs Fellowship from the Council on Foreign Relations. He is a member of the Council on Foreign Relations.

Kimberly McClure

Kimberly McClure is a ten-year diplomat (Foreign Service Officer) with the U.S. Department of State. She currently works at the U.S. Mission to the United Nations, where she is a political advisor/negotiator for the U.S. Security Council team covering issues impacting Central and Southern Africa. Kimberly has spent most of her career working on South Asia policy issues in India, Afghanistan, Pakistan, and Washington.

As a diplomat, Kimberly worked overseas for a number of years at the U.S. missions in Kabul, Afghanistan, and Mumbai, India. In the U.S., she served as a Special Assistant to Richard Holbrooke, the U.S. Special Representative for Afghanistan and Pakistan; and as Deputy Director of the Obama Administration's 100,000 Strong Initiative.

Kimberly is a former International Affairs Fellow with the Council on Foreign Relations (CFR) during which her research explored the nexus between U.S. national security, American global competitiveness, and American global education. As part of this work, Kimberly designed and launched the Global Gateways program with Global Kids, Inc. to engage youth from underserved communities in global issues, explore the connections with issues impacting their communities, and expose students to opportunities for international careers and study abroad.

Kimberly serves on the Board of Directors for Global Kids, Inc. and on the board of the Global Access Pipeline, which works to increase the diversity and preparedness of professionals from under-represented groups in leadership positions within the international arena.

Kimberly received her bachelor's degree in international relations from Stanford University and a master's degree in public policy from Harvard University's Kennedy School.

Kimberly has lived in Brazil, Egypt, India, and Afghanistan, and speaks Portuguese, Spanish, and Dari.

Carl Meacham

Carl Meacham is the director of the CSIS Americas Program (www.csis.org). The CSIS Americas Program focuses on cutting edge topics in a region which holds tremendous opportunities and daunting challenges. The Program's key subjects are commerce and innovation, energy and natural resources, immigration, governance, Asia-Latin America Relations, and climate change. The Program's objective is to help shape policy debate and formulation in the United States and throughout the region.

Meacham joined CSIS from the Senate Foreign Relations Committee (SFRC), where he served on the professional staff for Senator Richard Lugar (R-IN) for over a decade. He served as the senior adviser for Latin America and the Caribbean on the committee, the most senior Republican Senate staff position for this region. In that capacity, he travelled extensively to the region to work with foreign governments, private-sector organizations, and civil society groups. He was also responsible for managing the committee's relationship with the State Department regarding the Western Hemisphere and overseeing its \$2 billion budget.

Before he joined SFRC, Meacham worked on the staff of two Democratic senators. Prior to his Senate work, he served at the Department of Commerce as special assistant to the deputy secretary, at the Cuban Affairs Bureau of the Department of State, and at the U.S. embassy in Madrid. Meacham is a native speaker of Spanish and was partly raised in Chile, his mother's country of origin. He received his B.A. from the University at Albany, State University of New York, and holds M.A. degrees from American University and Columbia University. He is a member of the Council on Foreign Relations.

Harris Mylonas

Harris Mylonas is the author of *The Politics of Nation-Building* (Cambridge University Press, 2012). His research focuses on the processes of nation- and state-building, the politicization of cultural differences, immigration policy, and political development.

Mylonas completed his Ph.D. at Yale University in 2008 and then joined the Political Science department at George Washington University as an Assistant Professor in the fall of 2009. He is also an Academy Scholar at the Harvard

Academy for International and Area Studies where he conducted research in 2008-2009 and 2011-2012 academic years.

His work has been published in *Security Studies*, *Comparative Political Studies*, *Ethnopolitics*, *European Journal of Political Research*, and various edited volumes. He has also published opinion pieces in international newspapers and magazines (*Los Angeles Times*, *ForeignPolicy.com*, *CNN.com*, and *Newsweek Japan*, among others).

He is currently working on his second book project--tentatively entitled *The Politics of Ethnic Return Migration*--analyzing the policies that states develop either to attract and/or to incorporate people returning to their country of origin, allegiance, or citizenship.

Zeenat Rahman

Zeenat Rahman serves as Secretary Kerry's Special Adviser on Global Youth Issues and Director of the Office of Global Youth Issues. Under her leadership, the office operates as a nexus between policy and practice, incorporating youth voices into critical debates that help shape global affairs. Through a variety of mechanisms, including private sector partnerships, and cooperation with an extensive network of over 50 Youth Councils worldwide, the office amplifies youth issues and supports youth-driven solutions to many of the world's most pressing problems.

Prior to this appointment, Special Adviser Rahman served as Acting Director of the Center for Faith-Based and Neighborhood Partnerships at the United States Agency for International Development. In this role, she led external engagement efforts with various faith based and community organizations to build support for USAID priorities. These priorities included President Barack Obama's Feed the Future food security initiative, Child Survival Campaign, and efforts to address the drought and famine in the Horn of Africa. She also worked closely with the White House Office of Faith-Based and Neighborhood Partnerships to expand partnerships with faith-based and nonprofit groups around the United States.

Prior to her government service, she was Director of Policy at the Interfaith Youth Core, where she worked closely with the White House and various federal agencies in order to advance programs related to youth, religious identity, interreligious engagement and interfaith service. During her career, she has built and managed international youth programs in over a dozen countries, traveling abroad frequently to speak about the importance of youth leadership in promoting civic engagement and harmony between diverse communities.

Special Adviser Rahman is a term member of the Council on Foreign Relations, a member of the British Council's Transatlantic Network 2020, and a Truman National Security Fellow. She received a Master's degree in Middle East Studies from the University of Chicago, where her thesis work focused on youth religious identity in the 21st century. She received a BA in Psychology from the University of Illinois.

Stephanie Sanok

Stephanie Sanok is deputy director of the CSIS International Security Program, where she focuses on a range of "seam" issues affecting defense, foreign affairs, and development. Her research interests include defense policy and strategy, U.S. government stabilization and reconstruction efforts, the nexus between security and economic development, transitions of post-conflict responsibilities, and U.S. military activities to partner with foreign nations and other organizations.

Prior to joining CSIS, Ms. Sanok served at the U.S. embassy in Baghdad, where she developed policy options for the U.S. government's efforts to support a sovereign, stable, and self-reliant Iraq. She collaborated closely with military and civilian colleagues to revise the Joint Campaign Plan—an interagency strategy to strengthen U.S. relations with

Iraq along political, economic, energy, rule of law, and security lines of operation and identify strategic risks and transition issues related to the U.S. military withdrawal.

From 2005 to 2008, Ms. Sanok was a senior professional staff member on the U.S. House of Representatives Committee on Armed Services, where she led a team on overarching defense policy topics, such as military strategy, detention operations, export controls and technology security, troop levels in Iraq and Afghanistan, and the Pentagon's role in foreign assistance and civil aspects of overseas operations.

At the Pentagon from 1998 to 2005, she worked in the secretary of defense's counterproliferation, European, and NATO policy offices and, as a Presidential Management Fellow, completed rotations in the secretary of defense's policy, comptroller, and personnel/readiness offices, in the Joint Staff's Strategic Plans and Policy Directorate, and at the U.S. embassy in Sarajevo and the U.S. mission to NATO.

Ms. Sanok received a master of public policy degree with concentrations in international security policy and conflict resolution from Harvard University and a degree in communication and international relations from Cornell University.

Chris Tuttle

Chris Tuttle is the director of the Council on Foreign Relations' (CFR) Washington Program. Tuttle joined the CFR staff from the U.S. Department of State, where he was the director of the Office of Strategic Communications and Planning.

Prior to his time at the State Department, Tuttle worked for nearly a decade in the U.S. House of Representatives, where he was most recently chief of staff for a member of Congress serving on the House International Relations and Financial Services Committees.

Tuttle has also served as a senior staff member in state governments, and has advised political campaigns at the national, state, and local level.

Tuttle holds a bachelor's degree from the University of Wisconsin, an MA in national security and strategic studies from the U.S. Naval War College, and has done graduate study at Georgetown University, Johns Hopkins University, and the National Defense University. He has also taught at the U.S. government's George P. Shultz National Foreign Affairs Training Center.

Tuttle is a recipient of the Department of State's Superior Honor Award and is also a senior fellow of the John C. Stennis Center for Public Service.

Carmencita N. Whonder

Carmencita N. Whonder is a policy director in the Washington, DC office of Brownstein Hyatt Farber Schreck, LLP where she is a member of the government relations department. She provides strategic public policy advice to clients primarily in the financial services and housing sectors before the U.S. Congress and executive branch agencies.

Prior to joining Brownstein, Carmencita served as the staff director for the Senate Subcommittee on Housing, Transportation, and Community Development and as the principal adviser on the Senate Banking, Housing and Urban Affairs Committee to United States Senator Charles E. Schumer (D-NY). During the 109th Congress she held the position of minority staff director for the Senate Subcommittee on Economic Policy. For four years, Carmencita was responsible for issues including banking, financial institutions, securities and commodities markets, economic and monetary policy, the Committee on Foreign Investment in the United States, insurance, consumer protection,

housing and community development, and trade.

She also previously worked as a leadership education counselor for Gates Millennium Scholars Program/UNCF, a \$1 billion education initiative of the Gates Foundation. Prior to that, Carmencita worked in Geneva, Switzerland at the World Intellectual Property Organization (WIPO), a United Nations specialized agency, focusing on Internet and domain name disputes and trade and investment in least developed countries (LDCs). Early in her career, she worked as an international program fellow with the U.S. Representative to the UN Commission on the Status of Women.

Carmencita holds a bachelor's degree from Howard University, a master's degree from the Johns Hopkins University School of Advanced International Studies (SAIS), and a certificate from the Universidad de Pontificia de Salamanca in Salamanca, Spain. Carmencita is a member of the Milken Institute's Young Leaders Circle, a member of the Board of Directors of the DC Jazz Festival and a member of the Leadership Committee of Manna, Inc.

Shaarik Zafar

Shaarik H. Zafar is the Acting Chief of the Countering Violent Extremism Group in the National Counterterrorism Center's Directorate of Strategic Operational Planning. At NCTC, he plays a leading role in coordinating U.S. Government (USG) efforts to undermine terrorist narratives and deny violent extremist organizations their next generation of recruits. He also helps coordinate and lead USG initiatives to partner with State and Local governments, international partners, and the private sector to integrate all elements of national power on efforts to counter violent extremism (CVE).

Shaarik recently served as a Director for Global Engagement at the White House National Security Staff where he reported to the Deputy National Security Advisor for Strategic Communications on USG efforts to drive comprehensive engagement policies that leverage diplomacy, communications, international development and assistance, and domestic engagement and outreach in pursuit of a host of foreign policy objectives, including those related to national security. His portfolio included leading efforts to develop the first ever national strategy that addressed violent extremism in the United States, which President Obama signed in August 2011. Shaarik also led the development and interagency adoption of action plans focused on leveraging the knowledge, wherewithal, and passion of diaspora communities to (1) advance U.S. foreign policy interests; and (2) strengthen commercial ties between the United States and their countries of origin or heritage.

Prior to joining the White House, Shaarik served as the Deputy Chief of the Countering Violent Extremism Group at NCTC. He also served as a Senior Policy Advisor in the Office for Civil Rights and Civil Liberties (CRCL) at the U.S. Department of Homeland Security (DHS) where he stood up and led the CRCL Engagement Team, now known as the Community Engagement Section. His duties included: providing policy advice to Department leadership on issues at the intersection of civil rights and homeland security; working with other Federal agencies to develop and strengthen the USG's civic engagement, public outreach, and public diplomacy initiatives; and regularly engaging with the American Arab, Muslim, Sikh, Middle Eastern, Somali, and South Asian communities to discuss ways to strengthen homeland security while protecting fundamental rights and liberties. Prior to joining DHS, Shaarik served as the Special Counsel for Post 9/11 National Origin Discrimination at the U.S. Department of Justice (DOJ) where he led DOJ's Initiative to Combat Post 9/11 Discriminatory Backlash.

Shaarik is a recipient of the DHS Secretary's Award for Excellence, the DHS Certificate of Achievement, and an NCTC Director's Team Award. He is also the recipient of various awards from community organizations such as the Sikh Coalition, the American-Arab Anti-Discrimination Committee, the Association of Pakistani Physicians of North America, the South Asian Chamber of Commerce, and the North American South Asian Bar Association.

He is a 1997 graduate of the Plan II Honors Program at the University of Texas at Austin, and received his J.D. from the University of Texas School of Law in 2000. Prior to joining the Federal government, he worked as a civil litigator at one of the oldest law firms in Houston, Texas, and at the Almaty, Kazakhstan office of an international law firm.

Shaarik is a Life Member and former Term Member of the Council on Foreign Relations and a Life Member of the Texas Exes, the Ex Students Association of the University of Texas at Austin. He is a recipient of the 2011 Outstanding Young Texas Ex Award, which recognizes Texas Exes under the age of 40 who have made significant achievements in their careers and service to the University.

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ROBINA FOUNDATION

TO: Robina Foundation Board of Directors

FROM: Penny Hunt

RE: Robina Grantee Reports

At the present time Robina Grantees are required to submit Six-Month and Annual Reports on all grants, regardless of the duration and nature of the grant. Following is a reporting schedule that shifts various grants to annual, rather than semi-annual reports, based on the number of years the grant has been in place and the nature of the grant. Although Six-Month Reports would not be required for a particular grant, I would check in with the Robina Grantee every six months, involve Lead Directors as appropriate, summarize conversations with Grantees in my Executive Director's Reports, and request written reports if needed. Going forward, Robina Grantees should provide semi-annual reports on new grants until such time as a change to annual reports is advisable.

Abbott Northwestern Hospital Foundation

- LifeCourse Initiative: Annual Reports
- CoPILot Program: Annual Report

Council on Foreign Relations

- IIGG: Annual Reports
- Expanded Diversity Initiative: Six-Month/Annual Reports

University of Minnesota Law School

- Robina Institute of Criminal Law and Criminal Justice: Annual Reports
- Sentencing Law Program Enhancements: Six-Month/Annual Reports
- Center for New Americans: Six-Month/Annual Reports
- Scholarships: Annual Reports
- Public Interest Scholars: Annual Reports

Yale University

School of Drama

- Binger Center for New Theatre: Annual Reports

Law School

- Human Rights Fellowship Initiative: Annual Reports

ROBINA FOUNDATION

TO: Robina Foundation Board of Directors
FROM: Penny Hunt
DATE: August 13, 2013
RE: Grant Program Discussion

At various times, most recently at the February 2013 board meeting, the Robina Board has stepped back from consideration of individual grant requests to discuss the Foundation's overarching goals and how best to fulfill the transformative grantmaking Jim Binger envisioned. As shown on the "Robina Foundation Grants" spreadsheet, the Foundation's current commitments end in 2017. Not surprisingly, Robina Grantees are asking "What's next?" so further discussion of future grantmaking is timely.

The three funding scenarios outlined by Mike Sullivan provide guidance for the investment of Foundation assets, but also raise questions by implication regarding the Board's consideration of options for the future.

I've attached background information about past Board discussions concerning grantmaking and the future of the Foundation and suggest consideration of the following questions to help clarify – or begin to clarify -- the Foundation's future direction:

Do the funding scenarios help the Board's thinking about the timetable/sunsetting question inherent in Robina's work? If so, how?

Is the Board's 2010 decision regarding sunseting still relevant?

What principles should guide the Foundation and its future grantmaking?

What are the options for the future of the Foundation?

What are the issues the Board must address in order to move forward?

Next steps / timing?

ROBINA FOUNDATION

Background for Grant Program Discussion

August 13, 2013

From time to time since the beginning of the Foundation, Robina Foundation Board Members have held discussions to plan and chart the work of the Foundation. These discussions resulted in:

- Planning grants to begin the Foundation's work with the four Robina Grantees, followed by multi-year grants to each Robina Grantee.
- The Board's decision in August 2010 that the Robina Foundation is a foundation of limited duration with a time horizon ending not later than December 31, 2025, subject to earlier termination if the Foundation identifies programs that merit larger grants during a shorter period of time to achieve maximum impact.
- Approval of Phase 2 multi-year grants in 2011.
- Board Members' discussion in February 2012 that confirmed that the Foundation will not seek parity in the grants to Robina Grantees and included the following ideas:
 - 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.
 - The freedom permitted by Robina Bylaws to fund a variety of opportunities at Robina Grantees.
- The Board's decision in February 2012 to endow the Binger Center for New Theatre at Yale School of Drama.
- The Board's decision in August 2012 to ask Robina Grantees and Board Members to submit "big, bold ideas" for the Foundation's future grant program.
- Board Members' November 2012 consideration of the "Big Ideas" submitted by Robina Grantees and Board Members. Board Members' discussion focused on the following:

ANWH: although no new programmatic ideas were put forth, Board Members found the conceptual framework for Robina grantmaking interesting and the description of the model for changes in the health care system solid.

CFR: CFR involvement in Global Health and Climate Change might interest the Board, subject to information on how CFR would work with others involved in these areas. Additional funding of IIGG may also make sense.

University of Minnesota: Binger Center for New Americans holds some interest, particularly if the Foundation wants to leave a Binger legacy in the Twin Cities, but need clearer articulation of the vision for the center and its potential impact beyond the Law School.

Yale: Of the six ideas put forth by Yale, continued support of Yale Law School along with funding for Yale School of Management hold the most interest.

- February 2013 discussion that clarified some questions but failed to knit the views of Board Members together into "guiding principles" or an approach for the future. (Summary of February Discussion is attached.)

SUMMARY OF DISCUSSION OF ROBINA GRANTMAKING

February 26, 2013

General Discussion

Current Status

- Generally content with where things are and optimistic about the potential, although recognize that Robina Grantees may have more capabilities than what they currently bringing forward.
- No "big bets" have emerged, but there are programs "on the runway" which could enable the Board to make educated bigger bets ("bings") in the future.
- Reconfirmed that Robina assets should not be divided equally among Robina Grantees and that having all four Robina Grantees work on one idea to achieve transformational change is impossible.

Future Grantmaking

- While a legacy is important, Robina's focus on four Robina Grantees rather than on a particular mission makes moving forward to achieve a transformational goal more difficult.
- Need to know how to increase confidence in an organization and a program in order to determine whether to provide higher levels of support. The Board should review existing commitments to determine if there is a good idea that can be built upon.
- Difficult to generate transformational projects and assess if the projects are contributing to overall goals.
- In order to leave a legacy it is crucial to consider things from a global view to determine how Robina Grantees can contribute to broader issues.
- Importance of very large grants. Several views:
 - One (or several) very large grants may not be possible.
 - Smaller multiple investments may be the best approach.
 - Not doing a \$50 million project is okay: Robina grant to YSD was not a huge grant.
 - It is disappointing that big bets are not clear.
 - One big idea would be "a wise idea."

Specific Programs / Initiatives

Award

Interest in considering an award. Karoff agreed to outline several options.

Twin Cities Initiative

Interest in identifying a named initiative in the Twin Cities, but split on whether should focus on the University of Minnesota Law School or Abbott Northwestern.

Abbott Northwestern Hospital / Allina: LifeCourse Initiative

- Board split on level of confidence in ANWH and the ability of the LifeCourse initiative to be a transformative project and Abbott to be the location of a Robina legacy.
- Need to see if they can institutionalize the program.
- Questions: enrollment of people who aren't in nursing homes; dissemination of information outside of public radio.

University of Minnesota Law School / Robina Institute on Criminal Law and Criminal Justice

Although Dean Wippman is proposing the Binger Center as the U's "big idea, Board expressed some interest in focusing on criminal law and the Robina Institute.

University of Minnesota Law School / Binger Center

- Concern that the U has so much work to do that not in the position to take on a global issue, but interest expressed in an immigration initiative:
 - Immigration has the potential for transformational nationwide change.
 - Although a "messy" issue because legislation is involved, immigration is an important issue on the brink of movement – may be an important time for an immigration initiative.
 - Immigration could prove to be transformational to human rights issues.
- Premature to endow, but prospects are exciting.
- Binger Center could become a big bet in a few years if strategic benchmarks are set and achieved.

Council on Foreign Relations

- Agreement that CFR will not be the focus of a big bet.
- Enthusiasm for program spending instead of endowment, although might consider a modest endowment of IIGG or a chair.
- Funding may help their cause, but there is no Robina Direction or control.

Yale / Yale School of Drama / Binger Center for New Theatre

Excellent grant because of the extraordinary vision of James Bundy, Yale School of Drama's ability to execute the initiative, the focus of the initiative in an area where funding is needed and the great potential to spur a generation of emerging talent.

Yale / Yale Law School

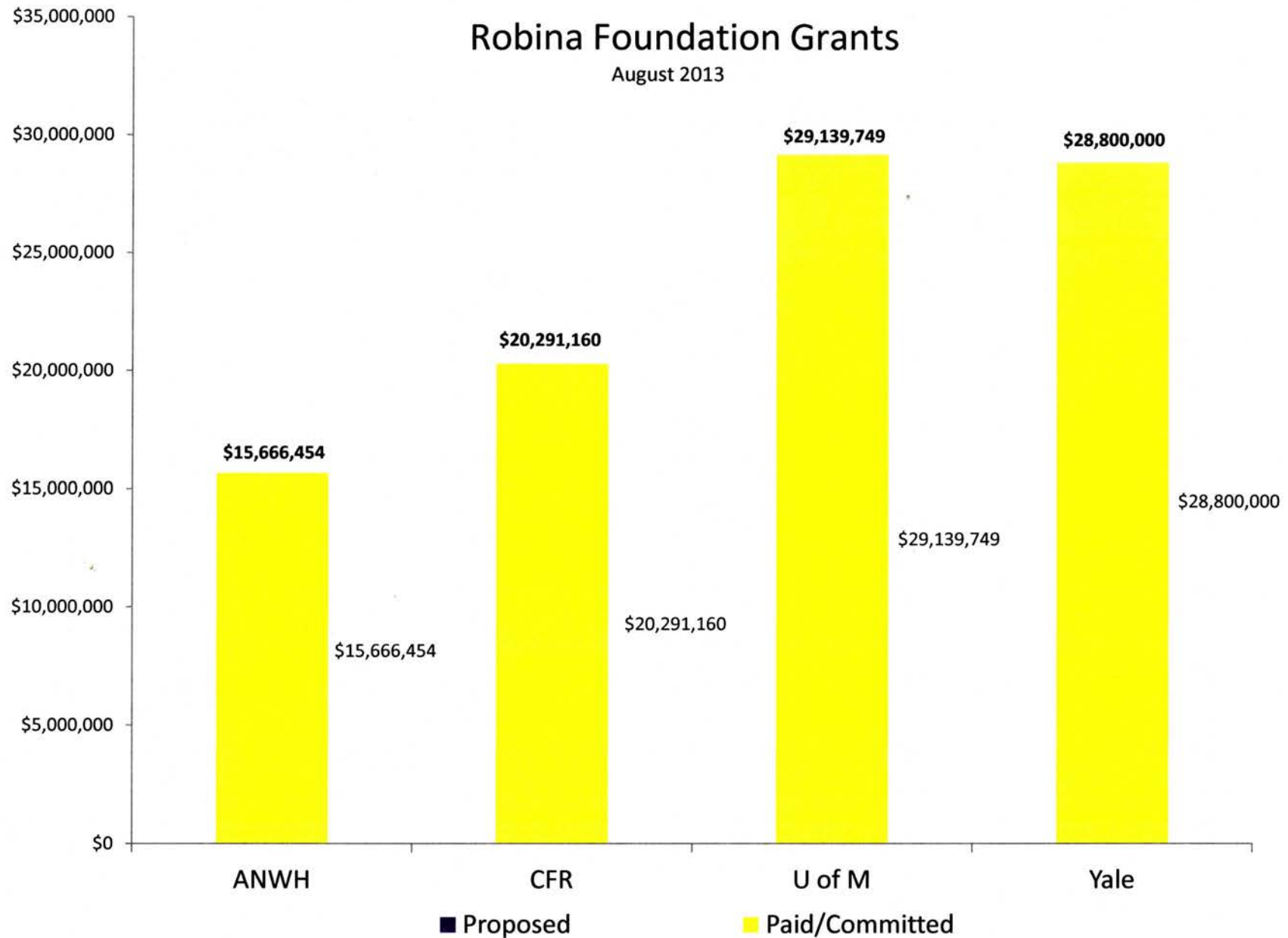
YLS's work in human rights has the potential to provide transformational change.

	ROBINA FOUNDATION GRANTS														
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	TOTAL
ANWH															
Care Guides	1,253,535	2,373,233	2,373,232												6,000,000
Life Course: Late Life Supportive Care					2,356,696	4,245,492	3,064,266								9,666,454
														ANWH Total	15,666,454
CFR															
IIGG	2,000,000	2,000,000	2,000,000	2,000,000	2,046,627	2,034,671	2,034,971	2,074,424	2,114,664						18,305,357
Online Video Project				419,750	276,805										696,555
Expanded Diversity Initiative				15,000	377,034	426,492	470,722								1,289,248
														CFR Total	20,291,160
U of M															
LaPPS	1,400,000	1,436,750	1,480,338	2,850,854	893,457										8,061,399
Institute of Criminal Law & Justice					847,190	1,494,134	1,750,900	1,771,752	1,639,451						7,503,427
Sentencing Law Program Enhancements (CL&CJ)						820,056	844,658	869,997	896,097	922,980					4,353,788
Scholarships					250,000	250,000	250,000	250,000	250,000						1,250,000
Public Interest Scholars					379,800	694,544	809,355	813,736	804,188						3,501,623
Center for New Americans						1,349,393	1,022,887	1,039,869	1,057,361						4,469,510
														U of M Total	29,139,747
YALE															
Yale Drama															
CNT	750,000	750,000	1,350,000	950,000	18,000,000										21,800,000
Yale Law															
Human Rights	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000								7,000,000
														Yale Total	28,800,000
TOTAL	6,403,535	7,559,983	8,203,570	7,235,604	26,427,609	12,314,782	11,247,759	6,819,778	6,761,761	922,980					93,897,361
YEAR END NET ASSETS*															
				120,827,000	100,568,259	93,523,771	86,724,434	83,803,985	81,193,065	83,866,239					
	Grants Paid/Committed														
	*Estimated by Mike Sullivan based upon the projected grant programs and using asset allocation and assumed return assumptions.														

BOD Mtg August 14, 2013

Robina Foundation Grants

August 2013



Repton Dissemination of CG
program — Back of TAB 8

LifeCourse™

Brief Project Summary

A Supportive Care Approach for Patients Late in Life:

Creating a sustainable model of systematic care to improve the experience of patients, their families, and caregivers

Background: The reason for this initiative

Individuals living with chronic illness in its later stages confront some staggering challenges:

- They and their families are often at a loss when seeking support within the U.S. healthcare system.
- Those who receive services enter a profoundly fragmented system in which the task of coordinating one's own care, or that of a loved one, is often overwhelming.
- Clinicians lack standardized, reliable systems to integrate late life supportive care services into primary care and other settings.

Goals

LifeCourse will build and test a person-centered approach that addresses these fundamental challenges. If successful, the trial will demonstrate the ability of this new care model to:

- Reliably address patients' and families' wishes and goals, reflecting the needs of the whole person,
- Improve overall quality of life for patients and families,
- Improve the care experience of individuals and their families

The secondary effects of LifeCourse should:

- Lower total costs of care as shared decision-making leads to more informed care decisions,
- Improve utilization of hospice while avoiding undesired hospital admissions, and
- Improve job satisfaction of doctors, nurses, and other team members.

The LifeCourse Model

Relationship is at the core of the intervention provided. All aspects of personhood, including physical, emotional, spiritual and social are explored with the individual and family within their cultural framework. As the relationship is formed and maintained, the LifeCourse team engages and activates individuals and their caregivers to realize their goals and receive the kind of care that honors their wishes and values.

Attention to the whole person in the LifeCourse model includes:

- Hearing the **story** of the individual through their eyes and those of their family, as it unfolds,
- **Individualizing care**, so participants get the care that accords with their values and wishes,
- **Creating an integrated plan**: The LifeCourse plan complements and enhances other plans of care.
- **Partnering** with our patients to share ownership and responsibility for navigating illness and facilitating wellness.
- **Communicating and coordinating effectively**: Goals and wishes are communicated across care settings.

- **Supporting self-care:** Making the tools and support necessary for whole-person wellbeing available to patient, family, and the care team.
- **Promoting societal acceptance:** Raising awareness and normalizing the conversation around serious illness and caring for those with serious illness.

Implementation: The team on the ground

The interdisciplinary team includes nine trained care guides, an RN, social worker, spiritual care provider, licensed marriage and family therapist, and pharmacist.

- ⇓ The care guide and participant meet for an initial visit. A first set of goals is agreed upon.
- ⇓ The care guide brings the results of the visit to the LifeCourse team, and a plan for meeting the goals is established.
- ⇓ Through continued personal visits, the care guide works with the participant and family, coordinating with other health care and supportive services.
- ⇓ Clinical experts from the LifeCourse team advise the care guide and participate in regular team conferences. They also provide direct care to participants on an occasional basis.
- ⇓ Each domain (spiritual, physical, etc.) is addressed during course of care.
- ⇓ The primary provider is kept in the circle of communication. Updates to providers include the participant's goals and values.

Study Design

1. The first (pre-pilot) phase will enroll 15-30 patients, predominantly from our long term care partners. The pilot phase begins in spring 2013, enrolling 250-500 patients, predominantly living outside long term care.
2. Participants will be identified using the electronic medical record with a diagnosis of heart failure, dementia, or stage 3 or 4 cancer.
3. Our referral sources are Abbott Northwestern Hospital and its hospital-based clinics, the Minneapolis Heart Institute, Virginia Piper Cancer Institute, Walker Methodist in Minneapolis, and Augustana Care Center in Minneapolis.
4. Participants and family caregivers will be enrolled and take baseline surveys. They will receive follow up surveys every three months. Progress towards participant-defined goals is recorded regularly for clinical use by the team and for research analysis later.
5. The business model will incorporate global costs of care, time analysis of the team's work, and defined cost avoidance, such as exchanging time in the hospital for time in hospice care.

Timeline

- January-October 2012 and ongoing: model development
- October 2012-May 2013 Pre-pilot phase, 15-30 participants
- June 2013-December 2014 Pilot phase, 250-500 participants

LifeCourse: Late Life Supportive Care (LLSC)
Robina Foundation Board Six-Month Report
July 2013

Summary: LifeCourse has completed a successful pre-pilot phase and trained an expanded team for the new enrollment phase. The LifeCourse care model transitioned from a set of principles to an interconnected group of actionable ingredients. We are now able to identify appropriate individuals from the medical record with standard reports. Preparation of multiple manuscripts is underway. And, most importantly, we regularly hear the stories of participants and their families who have found LifeCourse valuable, and at times transformative in their lives. We continue to acknowledge and recognize the critical role the Robina Foundation has played in funding the initial phase of the LifeCourse project.

1. & 2. Briefly outline your original goals and objectives as stated in your proposal & summarize your progress in meeting these goals and objectives and describe how your activities relate to achieving the ultimate goal/purpose of the program.

Learnings from the Pre-Pilot Phase October 2012-May 2013

We achieved our recruitment goals, enrolling 25 participants with all three diagnoses, predominantly from our long term care partners. Key learnings from the pre-pilot phase continue to shape the work of the pilot. Learnings include:

- The care guide relationship remains the central strength of the model. Giving time and voice to participants' concerns has made a difference in many lives.
- The clinical experts on the LifeCourse team experienced a much greater change in role than anticipated. The clinical team group required time and guidance to accommodate the new roles.
- Many individuals with serious illness are not 'ready' for late life care. We realized the need to soften our language up front in order to confront medical realities later.

LifeCourse National Advisory Committee (NAC) (2013 Goal: Two in-person meetings of the NAC)

The National Advisory Committee met in April; our trio of national experts: Drs. Eric Coleman, Joanne Lynn, and Dianne Meier, continue to offer extremely helpful outside points of view.

The feedback from this meeting was lengthy, but the most relevant points follow:

1. Look for people who are 'sick enough,' rather than trying to pinpoint prognosis. Utilization can be a proxy for this.
2. Titrate the intervention to make it scalable. Consider a frailty index to assign resources. Understand that a participant may have great needs in one area and great assets in another.
3. Focus the study in a geographic area to build a critical level of interaction in the community.
4. Develop protocols and checklists to assist the care guides and make the intervention reliable.

We are proceeding with items 1, 3, and 4, with plans to address 2 as we get more participants.

In addition, Dr. Richard Payne, an African American palliative physician and ethicist from Duke University, has been invited to join the NAC and has agreed. He will join our next meeting in person.

Patient/Caregiver Advisory Council (PCAC) (2013 Goal: 5 meetings of the PCAC)

The PCAC consists of 13 members, including 7 new members who are culturally diverse. Members openly share opinions on the topics discussed at Council meetings and give feedback and ideas for the process of care as we consider and test different approaches with LifeCourse participants and families.

The group has met four times so far this year, taking on a wide range of issues: Who is on my team? What does it mean to be in control? How do we equitably administer the Bridge Fund? What does 'my story' mean when it comes to the medical record? How do we fulfill the guiding principles? How do we approach legacy work? The group vetted the LifeCourse name and Aim Statement, reviewed the language for the website, and offered themselves as practice subjects for the care guides.

Partnership with Twin Cities Public Television (TPT) (2013 Goal: Website operational, two participants have agreed to be part of the documentaries)

"To inspire and support Minnesotans re-imagining alternative models for late-life care."

The fundamental goal of the TPT/LifeCourse partnership is to provide regular exposure to the core messages of late life care to the general public. This is being accomplished through the development of an interactive website, listening sessions, patient documentaries, and public media and broadcasting.

Website Development:

By October 1, 2013 the LifeCourse website will be available to provide a venue for participants, key family and friends and care team members to understand how to navigate through the serious illness experience. Video, interactive question and answer, and resources will be available. Access to this information will allow individuals to become more engaged in their care experience, help them understand how to use their strengths and assets, as well as get connected when there are gaps in care needs. In addition, the website will be available to the public.

Listening Sessions:

Twelve patient and caregiver listening sessions have been completed. The sessions have informed the evolution of the model and provided content on the website. In addition, professional roundtable discussions (social, psychological, ethical/legal, spiritual, and cultural) have been convened to inform the model and provide understanding on how to broaden the collaborative efforts of the intervention. The final roundtable listening session, public policy, is scheduled to convene in August.

Documentaries:

From among participants recruited for LifeCourse, TPT will recruit participants for broadcast, and from whose experiences the documentaries will be created. Through these interactions, Minnesotans will be

allowed to intimately experience and appreciate the hopes and fears of the patients, family members and caregivers involved. Initial meetings are being set up in the month of July and August with several participants and family members to begin recording of their stories. The first documentary is scheduled to be aired in the fall of 2013 and then quarterly through the end of 2014.

Public Media and Broadcasting:

LifeCourse is reaching many voices and cultures through conversations with multiple media such as MPR, ECHO, Star Tribune, am radio, and faith groups to explore culturally diverse aspects of late life care.

Enrollment of Pilot Participants from June 2013-December 2014 (2013 Goal: Enroll 150 patients in the pilot phase)

Model Refinement: From Principles to Actions

The LifeCourse model can be broken into three separate but related elements. The visual model can be found in Appendix A.

- The first two elements, the Domains of Personhood and the Guiding Principles, frame how we think about the work.
- The third element, Active Ingredients, describes the work on the ground.

Identification of Eligible Patients

We aim to enroll 350 total participants during the current phase of LifeCourse (150 in 2013, 200 in 2014). Enrollment will continue through June of 2014, at which point we will keep panel size full for each care guide, but will not substantially expand the program until the next phase of the project.

Of the 350 participants to be enrolled, we aim for the following subgroups:

- 250 patients enrolled directly through Abbott Northwestern Hospital and its hospital-based clinics; 100 patients enrolled through our long-term care partners – Walker Methodist and Augustana Care Centers;
- 150 patients with advancing heart failure, 150 patients with advancing cancer, and at least 50 patients with advancing dementia;
- 125 patients who are part of Allina's Pioneer Accountable Care Organization with the Centers for Medicare & Medicaid Services (CMS), so that we might understand the total cost of care for these patients.

Inclusion and exclusion criteria of patients for LifeCourse have not changed measurably but continue to be refined so that a report using electronic health record data can be created for purposes of identifying Abbott Northwestern Hospital patients who could be invited to participate. The same criteria will be applied to long-term care facility patients through the use of their electronic health record or paper systems. (Appendix B includes the full inclusion and exclusion criteria.)

As of July 19, 2013, 72 patients have been identified as eligible through this mechanism, and 16 patients have been enrolled into LifeCourse; 9 additional patients are scheduled for initial visits.

Education and Training of the LifeCourse Care Team

The LifeCourse care team now includes 9 care guides, a nurse, social worker, chaplain, marriage and family therapist, and pharmacist. The “pioneer” LifeCourse care team members (3 care guides, registered nurse, social worker, marriage and family therapist, chaplain and pharmacist) hired and trained in the month of September 2012 experienced an onboarding process primarily built upon best practice guidelines, theories, concepts and a skeletal set of processes and workflows. These team members have received additional structured training in the form of disease specific advance care planning and “just in time training” for new/revised processes and workflows as the model develops.

In anticipation of the 2013-2014 enrollment goals, six additional care guides (see appendix C for description of the background and experience of the LifeCourse care guides) were hired in time to participate in a revised training June 2013. The feedback and learning from the original training and newly developed work flows and processes assisted the clinical managers and existing team members to refine the training and enhance the onboarding process. The updated training and education plan (see Appendix D) starts out with a broad based focus on key concepts and moves towards a focus on the specific behaviors and practices supporting the intervention and direct participant care.

Over the duration of the project, team members will participate in regular formal and informal learning/team building opportunities which will allow for personal and professional development (e.g. adaptive leadership, spiritual self-reflection, reflective practice case consultation, palliative care domains).

Incorporate All Palliative Care Domains into the LifeCourse Model (2013 Goal: Address 6 domains, including the cultural)

Six of the eleven domains are being formally incorporated in 2013. Those domains are Spirituality, Legacy, Bereavement, Family and Caregiver, Physical, and Cultural. For each domain, a workgroup assesses the relevant knowledge base, best clinical practices, and key community resources. It engages team members in a personal exercise related to the domain. This experience is then coupled to a process for achieving and maintaining competence. The team is provided with specific tools to engage participants and their families.

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

1. While we anticipated the need for new workflows and processes, we were challenged to develop the intervention while implementing it. Most processes had to be re-thought and re-tested as we gained experience. We changed the schedule of our planned work to focus on key activities to achieve quick success with implementation. These key activities included identifying the right patients, successfully enrolling them, and, attending to the language of LifeCourse.

2. Defining the participant group that is “sick enough” has proved a challenge. Through rapid cycles of case review, we have finalized a process that leans heavily on data from Allina’s electronic medical record.
3. The enrollment process presented new challenges as we began to recruit people living independently, rather than in nursing homes. These individuals often see their health in relation to their activity level rather than their medical diagnosis. They are sometimes unaware of the seriousness of their condition. We moved quickly to adjust the language on our materials and website so that potential enrollees would not respond as one did, “I’m not ready to walk the last mile yet.”
4. **Outline your plans to share your results or findings.** (2013 Goal: Four manuscripts submitted for publication in peer-reviewed journals)

Four manuscripts are in preparation about project development and initial implementation. These include:

- Process of developing the model manuscript: “The Inclusion of Stakeholder Voices to Design a Late Life Supportive Care Program”; target journal: *Journal of Palliative Medicine*
- Overview of the LifeCourse model manuscript: “LifeCourse: A Model for Care of Patients Who Have Serious Illness and Their Key Family and Friends”; target journal: *Journal of Palliative Medicine*
- Description of LifeCourse team manuscript: “Using Teams to Revise Approaches to Late Life Care”; target journal: *American Journal of Hospice and Palliative Medicine*
- Research and evaluation design overview manuscript: “Development and Implementation of a Research & Evaluation Approach Aimed at Understanding the Deployment and Effect of a Late Life Supportive Care Intervention”; target journal: *Contemporary Clinical Trials*

In addition, two abstracts have been submitted for national conference proceedings:

- “LifeCourse Model”, submitted to the American Association of Hospice and Palliative Medicine (Colorado; March 2014)
- “Using Traditional Project Management Techniques to Optimize Research Data Capture in the electronic Health Record for Qualitative Social Science Research: Building a Mystery”, submitted to the American Medical Informatics Association (Washington, DC; November 2013)
- “The Pharmacist Role on a Late Life Supportive Care Team”, submitted to the Minnesota Society of Hospital Pharmacists (Rochester, MN; September 2013)

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

The original budget can be found in Appendix E. The originally proposed budget for 2012 and the first half of 2013 is \$4,479,442. Expenses to date are \$3,823,460.

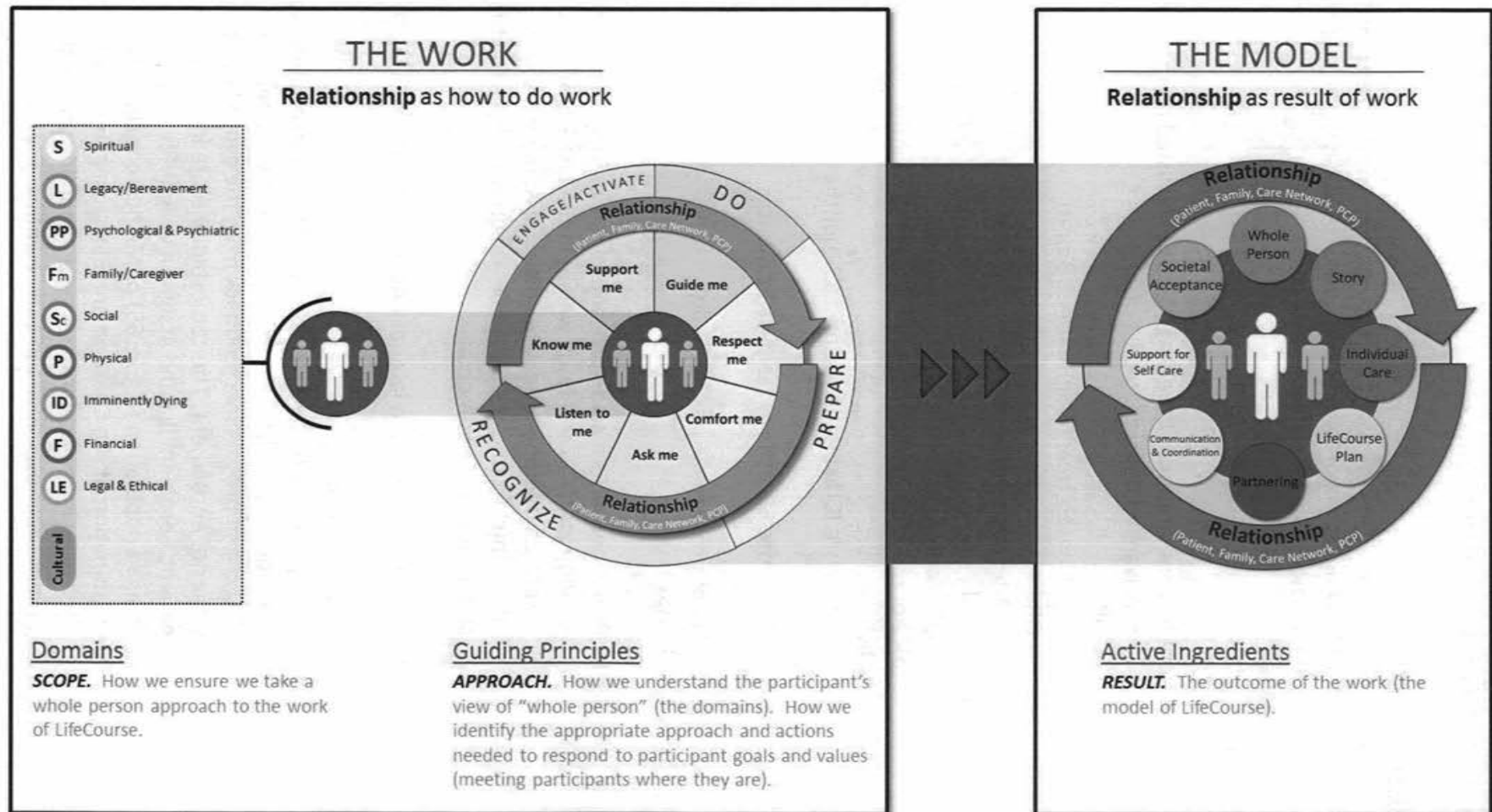
Account	Phase 1 Expenses-to-date (2012- mid-2013)	Phase 1 Budget-to date (2012 – mid-2013)
Salaries	1,795,336.00	1,765,370.00
Benefits	491,635.00	605,011.00
Supplies	14,648.00	89,500.00
Equipment/Facilities	37,267.00	\$-
Printing/Postage	4,851.00	13,500.00
Purchased Services (including C-TAC contribution, partner parking fees, IRB fees)	46,033.00	403,375.00
Consulting/Contractual Agreements (total 2013 ytd expenditures \$598,558)		1,358,936.00
Partners – TPT, U of M, Augustana, Walker Methodist	1,075,366.00	\$-
Caregivers – patient reps at meetings	2,364.00	\$-
Consulting	226,642.00	\$-
Training	21,280.00	\$-
National Advisory Committee	40,002.00	\$-
Education	9,125.00	193,000.00
Travel (mileage, conferences)	24,635.00	\$-
Food	17,438.00	23,250.00
Bridge Fund (patient fund)	-	\$-
Misc	16,838.00	27,500.00
TOTAL	\$ 3,823,460.00	\$4,479,442.00

Respectfully submitted,

Eric W. Anderson, MD, Principal Investigator

Appendix A: Visual of Model

LIFECOURSE™ MODEL OVERVIEW



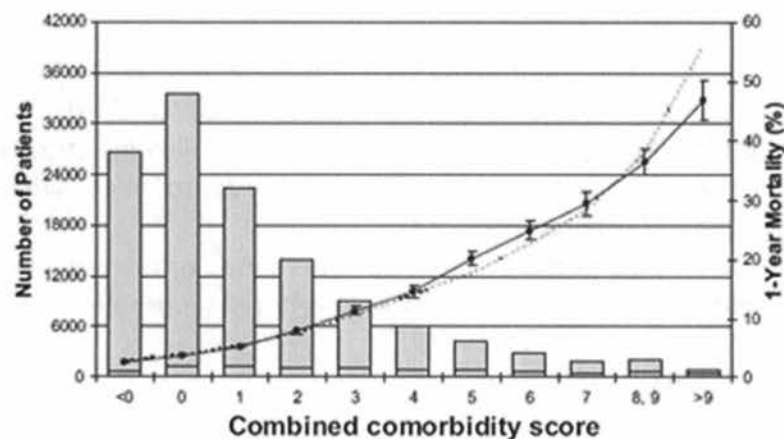
Appendix B: Inclusion and Exclusion Criteria

Inclusion Criteria

- i) Patient has an Allina Primary Care Provider or Senior Care Transitions (SCT) Provider located at Augustana or Walker Methodist. (A SCT is an Allina provider that visits patients in non-Allina facilities.)
AND
- ii) Age ≥ 18
AND
- iii) Patient has one or more of the diagnoses below listed on their problem list:
 - a) Advanced Cancer (Stage 3 or 4)
OR
 - b) Advanced Heart Failure (Class 3 or 4)
OR
 - c) Advanced Dementia
- iv) Conditional Criteria
 - (1) Hospital admissions:
 - (a) 2 or more hospitalizations in the past 12 months
OR
 - (b) 1 or more ICU stays in the past 12 months
OR
 - (c) 2 or more ER visits in the past 12 months
 - OR
 - (2) Frailty or proxy measures for frailty:
 - (a) FAST score ≥ 3
OR
 - (b) Proxy measures include procedure and/or diagnostic codes for unintentional weight loss (5-10% of body weight in the last 3-6 months), BMI < 25 , dysphagia, feeding tube, late stage pressure ulcers, upper urinary tract infection(s) from catheterization, recurrent falling/fractures, sepsis, cellulitis, and aspiration pneumonia.
OR
 - (c) 2 or more changes in late-loss Activities for Daily Living (ADL)
OR
 - (d) Comorbidity Index:
A cut point will be determined based on the distribution of the comorbidity risk index score distribution in Allina's patient population over the last year (2012) and prospective feedback from the clinical panel during the early stages of enrollment. The comorbidity score looks at all active diagnoses on a patient's problem list and assigns a weight for predicting mortality based on an aged population (e.g., ≥ 65) of Medicare recipients. It is derived from a combination of the Charlson and Elixhauser comorbidity indices, which have been used in the hospital setting and administrative claims databases for patient prognosis since the early eighties (1, 2). The score ranges from a

minimum value of -2 to a maximum value of 24. Multiple diagnoses in the same major disease category are counted once. Further detail on the development and validation of the comorbidity score can be found here (3). See table and figure below for further interpretation:

CONDITION	WEIGHT
Metastatic solid tumor	5
Congestive heart failure	2
Dementia	2
Renal failure	2
Weight loss	2
Hemiplegia	1
Alcohol abuse	1
Any tumor	1
Cardiac arrhythmias	1
Chronic pulmonary disease	1
Coagulopathy	1
Diabetes with end organ damage	1
Deficiency anemia	1
Fluid and electrolyte disorders	1
Liver disease	1
Peripheral vascular disorder	1
Psychosis	1
Pulmonary circulation disorders	1
HIV/AIDS	-1
Hypertension	-1



- (i) .1 Charlson ME, Pompei P, Ales KL, MacKenzie CR. A new method of classifying prognostic comorbidity in longitudinal studies: development and validation. *Journal of chronic diseases*. 1987;40(5):373-83.

- (ii) 2. Elixhauser A, Steiner C, Harris DR, Coffey RM. Comorbidity measures for use with administrative data. *Medical care*. 1998 Jan;36(1):8-27.
- (iii) 3. Gagne JJ, Glynn RJ, Avorn J, Levin R, Schneeweiss S. A combined comorbidity score predicted mortality in elderly patients better than existing scores. *Journal of clinical epidemiology*. 2011 Jul;64(7):749-59.

Exclusion Criteria

- i) Patient resides in a zip code which does not lie entirely or partially within a 25 mile radius from the Allina Health Commons in Minneapolis, Minnesota.
- ii) Patient has not visited an Allina facility, affiliate, or community partner within the last 60 days.
- iii) Patient does not speak or read English. LifeCourse does not have the resources available to administer the LifeCourse research project in a language other than English for the pilot study. All questionnaires for data collection are developed and/or validated in English.
- iv) Patient is eligible for hospice – the individual's prognosis is for a life expectancy of 6 months or less if the terminal illness runs its normal course. Individuals receiving active treatments for the purpose of extending their life expectancy beyond six months are eligible to enroll.
- v) Patient is actively dying
 - (1) Too close to death to get an intervention
 - (2) Actively dying (days to weeks): seeing drastic change in the individual
 - (3) Changes in mentation: Psychological & physical withdrawal, increased sleep, decreased consciousness
 - (4) Respiratory changes: Dyspnea, noisy respirations, Cheyne stokes breathing
 - (5) Decreased urine, incontinence
 - (6) Skin: Coolness, pale
 - (7) Decreased appetite, decreased thirst
- vi) Patient is abusive or is discharged against medical advice (AMA)
- vii) Patient has a major chemical dependency
- viii) Patient carries major mental health issues as defined by the Centers for Medicare & Medicaid Services (CMS) Minimum Data Set (MDS) standards:
 - (1) Mental Illness – patient must meet all of the following criteria on diagnosis, level of impairment, and duration of illness in order to be considered for a Level 2 screen for specialized services:
 - (a) Excluding a primary diagnosis of dementia or related organic condition, the individual has a major mental disorder diagnosable under DSM-IV
 - i. AND
 - (b) Within the past 3-6 months, this major mental disorder resulted in significant impaired functioning of major life activities that would be appropriate for the person's developmental stage
 - i. AND
 - (c) This person's treatment history indicate at least one of the following:

- (i) Psychiatric treatment more intensive than outpatient care (i.e., partial hospitalization or inpatient hospitalization, more than once in the last two years)
 - (ii) Due to the disorder, the person has experienced an episode of significant disruption to the normal living situation within the last two years for which supportive services were required to maintain functioning at home or in a residential treatment environment or which resulted in intervention by housing or law enforcement officials
- (2) Mental Retardation or Related Condition – if any of the following criteria are present, a referral to the county office for persons with developmental disabilities or related conditions is made for evaluation and determination of need for specialized services:
 - (a) This person has a diagnosis of mental retardation or a related condition
 - (b) This person has been considered in the past to have mental retardation or a related condition
 - (c) There is presenting evidence (cognitive or behavioral) that may indicate the presence of mental retardation or a related condition
 - (d) The person has been referred for nursing home or boarding care facility placement by an agency that serves persons with mental retardation or related conditions

Appendix C: Summary of Care Guide biographies

Care Guide Bios Starting September 2012

ME has a bachelor's degree in Human Biology and Medical Anthropology and a master's degree in Healthcare Administration. Her work experience includes working for the Minneapolis Department of Health and Family Support on health policy and program development, as well as a Patient Advocate, Clinical Services Coordinator, Research Assistant at Family Health International and Manager in pastoral care and women's services at Intermountain Health Care. She and her therapy cat are hospice volunteers.

DJ has a bachelor degree in Speech & Hearing and is currently working on completing her master's degree in Human Development with emphasis in integrative wellness, spirituality, death and dying. She is a certified Spiritual Director and has extensive experience working in Human Resources and Benefits Management. She volunteers at Ten Thousand Villages and Woman Well Spirituality Center.

KB has a bachelor's degree in Psychology. Previously she worked as a Team Assistant for Allina's Palliative Care, Hospice and Advance Care Planning programs. After years as the caregiver for her terminally ill friend, she served as a caregiver expert for The Institute for Clinical Systems Improvement (ICSI) and the LifeCourse project. Her experience also includes working as a Guardian ad Litem, Medical and Social Advocate and is an active volunteer within her community.

Care Guide Bios starting June 2013

JB has a bachelor's degree in Political Science. Her previous work experience includes working as a Clinical Liaison for shock trauma ICU patients facilitating grief support groups. She volunteers for the Downtown Coalition for Grief Support, the American Red Cross, the Alzheimer Association of MN, the Project Homeless Connect, and the American Swedish Institute.

LF has an associate's degree in psychology. She has experience working as a Social Service Assistant where she coordinated and supervised court ordered family visits for clients. LF owned and managed a Medical records copy service business.

CG has a bachelor's degree in Health Management. Her previous working experience includes working as a Patient Care Attendant, a Senior Patient Education Specialist, a Patient Relations Manager, a Volunteer Coordinator and a Patient Services Coordinator. She is a volunteer member of Allina's Patient Advisory Council.

LH has a bachelor's degree in Organizational Communications. Before joining LifeCourse LH was one of Allina's Robina Research Care Guides. After completion of the Robina Care Guide study she transitioned to work as a Care Guide for Allina's Advance Care Teams where she piloted a Care Transition Intervention project.

JK has a bachelor's degree in Peace Studies. He comes to LifeCourse after working as a Program Coordinator for St. Thomas University's Family Business Center. He has experience as an Assistant Property Manager as well as assisted with an outreach project in inter-generational dialogue and community based projects. He served a fellowship for the Whalen Family Foundation in Bosnia and Herzegovina. He volunteered as a mediator, restorative justice facilitator and with the America-Core American Indian study program.

JQ has a bachelor's degree in Health and Wellness. Before becoming a LifeCourse Care Guide he worked at St Francis Medical Center as a Transport Aid and Material Handler. His extensive volunteer experiences include working as a Community Health Advocate, an Instructor for a CPR Anytime Program and a Wellness Educator & Student Mentor for Allina's Powered Kids Program. He volunteered for a Food Support Outreach program as well as a Geriatric Wellness Educator, where he established wellness programs for residents at St. Gertrude's Health and Rehab Center. He is certified as an EMT and plans to apply to medical school in the fall 2013.

Appendix D: Education Overview

			Conceptual Orientation Model						
			Desensitize	Model Overview	Healing Presence (relational)	Observe	Enroll	Self Awareness	Adaptive
Week 1- CONTEXT- Research Model									
3-Jun	Day 1	Allina							
4-Jun	Day 2	LifeCourse/ DAR							
5-Jun	Day 3	Care Team							
6-Jun	Day 4	Care Guide Role							technical
7-Jun	Day 5	Self							
Week 2- SYSTEMS OF CARE			Exposure						adaptive
				Health Care Systems		Practice	Initial interview		
10-Jun	Day 6	MBTI- River cruise							
11-Jun	Day 7	Health Care Systems overview-							
12-Jun	Day 8	Hospital							
13-Jun	Day 9	SNF presentation							technical
14-Jun	Day 10	EPIC training							
Week 3- TEAM			Difficult Situations		Whole self		PSR		adaptive
17-Jun	Day 11	Informing the Model						team Care	
				Team Culture					
18-Jun	Day 12	Community services							
19-Jun	Day 13	Communication skills							
20-Jun	Day 14	Case study							technical
21-Jun	Day 15	Documentation/ Story							
Week 4- RELATIONSHIPS			Normalize	1:1 relationship	Active Guiding	Do	Ongoing relationship	Self Care	
24-Jun	Day 16	Relational work							adaptive
25-Jun	Day 17	Transactional tools							
26-Jun	Day 18	Adaptive Leadership							
27-Jun	Day 19	Practicum Day					Transitions	Relisence	technical
28-Jun	Day 20	In the Home							

Appendix E: Full Budget Proposal

Budget Category/Item					2012	2013	2014	Total
PERSONNEL	Base Salary (Year 1)	% Effort	# FTEs	Staffing Ratio				
Late Life Supportive Care Managers								
Abbott Northwestern Hospital	\$85,000	100%	3	1:25	\$42,500	\$262,650	\$270,530	\$575,680
SCT: Augustana & Walker Methodist	\$85,000	100%	4	1:25	\$42,500	\$350,200	\$360,706	\$753,406
Core Interdisciplinary Team Members								
Social Worker	\$65,000	100%	2	1:70	\$32,500	\$133,900	\$137,917	\$304,317
Marriage & Family Therapist	\$85,000	100%	1	1:80	\$21,250	\$87,550	\$90,177	\$198,977
Primary Care Provider	\$180,000	5%	20		\$45,000	\$185,400	\$190,962	\$421,362
Pharmacist	\$120,000	50%	1	1:240	\$15,000	\$61,800	\$63,654	\$140,454
Chaplain	\$65,000	60%	1	1:80	\$9,750	\$40,170	\$41,375	\$91,295
Palliative Care Medical Director	\$190,000	10%	1		\$4,750	\$19,570	\$20,157	\$44,477
Volunteer Coordinator	\$55,000	50%	1	1:100	\$6,875	\$28,325	\$29,175	\$64,375
Research Team								
PI: Eric Anderson	\$210,000	50%/35%/35%	1		\$105,000	\$75,705	\$77,976	\$258,681
Co-I: Sandy Schellinger	\$115,000	75%/50%/50%	1		\$86,250	\$59,225	\$61,002	\$206,477
Co-I: Heather Britt	\$110,000	40%/30%/50%	1		\$44,000	\$33,990	\$29,175	\$107,165
Project Manager	\$85,000	100%	1		\$85,000	\$87,550	\$90,177	\$262,727
Research Manager	\$85,000	100%	1		\$85,000	\$87,550	\$90,177	\$262,727
Study Coordinator: ANW	\$70,000	100%	1		\$17,500	\$72,100	\$74,263	\$163,863
Study Coordinators: Augustana & Walker Methodist	\$70,000	100%	2		\$35,000	\$144,200	\$148,526	\$327,726
Data Analyst	\$75,000	100%	1		\$56,250	\$77,250	\$79,568	\$213,068
Research Assistant	\$60,000	100%	1		\$30,000	\$61,800	\$63,654	\$155,454
Additional Support Services for Patient								
Care Navigation & Triage						\$60,000	\$40,000	\$100,000
Translation Services					\$5,000	\$30,000	\$15,000	\$50,000
Technical & Analytic Support								
Clinical Decision Support	\$85,000	50%	1		\$42,500	\$21,888		\$64,388
Excellian Support	\$85,000	50%	1		\$42,500	\$21,888		\$64,388
Clarity Reporting	\$85,000	25%	1		\$21,250	\$10,944		\$32,194
Health Informatics Specialist	\$75,000	50%	1		\$37,500	\$19,313		\$56,813
Communications & Marketing	\$75,000	25%	1		\$18,750	\$19,313	\$19,892	\$57,954
Learning & Development					\$104,000			\$104,000
Benefits (29% of all above personnel)					\$300,331	\$595,161	\$578,277	\$1,473,769
University of MN Advisors								
Evaluation/Health Economics: Christianson		20%			\$75,000	\$77,250	\$79,568	\$231,818
Evaluation: Wholey		15%			\$37,500	\$38,625	\$39,784	\$115,909
Evaluation: White		20%			\$31,250	\$32,188	\$33,153	\$96,591
Research Assistant		100%			\$60,000	\$61,800	\$63,654	\$185,454
Consulting Resources								
Eric Coleman, MD, Technical Consultant					\$46,800	\$46,800	\$46,800	\$140,400
Expert Mapping					\$75,000	\$50,000		\$125,000
Clumsy Conversations					\$15,000	\$15,000		\$30,000
Adaptive Practice					\$15,000			\$15,000
Motivational Interviewing/Coaching					\$15,000			\$15,000
Shared Decision Making					\$25,000	\$15,000		\$40,000
Personnel Total					\$1,731,506	\$2,984,102	\$2,835,296	\$7,550,904
ADDITIONAL COSTS								
Per Patient Fund						\$300,000		\$300,000
Clinic Reimbursement for SC Visits	\$112.50/visit					\$90,000		\$90,000
Resource Materials Development					\$75,000			\$75,000
Printing					\$6,000	\$6,000		\$12,000
Patient & Family Advisory Council: Stipends					\$2,250	\$2,250	\$2,250	\$6,750
Training Stipends					\$138,000			\$138,000
Food					\$10,000	\$10,000	\$10,000	\$30,000
Furniture & Equipment					\$54,500			\$54,500
Research Support: IRB + SPA					\$10,000			\$10,000
Home Monitoring, Computer Access						\$100,000		\$100,000
Community Engagement Support								
Honoring Choices + TPT Partnership					\$314,440	\$753,140	\$216,720	\$1,284,300
Assessment Instruments					\$15,000			\$15,000
Additional Costs Total					\$625,190	\$1,261,390	\$228,970	\$2,115,550
					TOTAL PHASE I COST		\$9,666,454	
2012: Design & Build. 2013: Implementation. 2014: Continued Implementation & Analysis								

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Allina

Improving Chronic Disease Care by Adding Laypersons to the Primary Care Team

A Parallel Randomized Trial

Richard Adair, MD; Douglas R. Wholey, PhD; Jon Christianson, PhD; Katie M. White, EdD; Heather Britt, PhD; and Suhna Lee, MPA

Background: Improving the quality and efficiency of chronic disease care is an important goal.

Objective: To test whether patients with chronic disease working with lay "care guides" would achieve more evidence-based goals than those receiving usual care.

Design: Parallel-group randomized trial, stratified by clinic and conducted from July 2010 to April 2012. Patients were assigned in a 2:1 ratio to a care guide or usual care. Patients, providers, and persons assessing outcomes were not blinded to treatment assignment. (ClinicalTrials.gov: NCT01156974)

Setting: 6 primary care clinics in Minnesota.

Patients: Adults with hypertension, diabetes, or heart failure.

Intervention: 2135 patients were given disease-specific information about standard care goals and asked to work toward goals for 1 year, with or without the help of a care guide. Care guides were 12 laypersons who received brief training about these diseases and behavior change.

Measurements: The primary end point for each patient was change in percentage of goals met 1 year after enrollment.

Results: The percentage of goals met increased in both the care guide and usual care groups (changes from baseline, 10.0% and 3.9%, respectively). Patients with care guides achieved more goals than usual care patients (82.6% vs. 79.1%; odds ratio, 1.31 [95% CI, 1.16 to 1.47]; $P < 0.001$); reduced unmet goals by 30.1% compared with 12.6% for usual care patients; and improved more than usual care patients in meeting several individual goals, including not using tobacco. Estimated cost was \$286 per patient per year.

Limitations: Providers' usual care may have been influenced by contact with care guides. Last available data in the electronic health record were used to assess end points.

Conclusion: Adding care guides to the primary care team can improve care for some patients with chronic disease at low cost.

Primary Funding Source: The Robina Foundation.

Ann Intern Med. 2013;159:176-184.

For author affiliations, see end of text.

www.annals.org

Almost half of Americans with chronic disease do not receive evidence-based care (1–3). Reasons for this include limited access (4, 5) and payment systems that undervalue primary care and provide incentives for more care but not better results (6). A consensus is emerging that chronic disease care can best be provided by a team that is centered in the primary care office and works directly to engage patients and give providers feedback about care quality (4, 7). These principles are integral to the chronic care model (8–10) and the patient-centered medical home (11). Questions remain about how these teams will be structured, how they will be paid for, and which patients will benefit (12, 13).

Despite potential global savings, active care management does not fit within the budgets of most primary care practices (12–14). This service is usually provided by

nurses (15–18) rather than lower-salaried nonclinical personnel (19–27). Telephone coaching from a central location is less expensive but often ineffective (28–30).

Seeking a pragmatic way to help patients with chronic disease, investigators at the University of Minnesota and Allina Health, a large not-for-profit network of hospitals and clinics in Minnesota and western Wisconsin, blended ideas from several sources and introduced a new type of clinic employee: a lay "care guide," whose only job was to help patients and providers achieve care goals recommended by national authorities (31). This trial tests the hypothesis that care guides can improve care at a reasonable cost.

METHODS

Design Overview

This trial was a 1-year, multicenter, randomized, parallel-group study conducted in 6 primary care clinics in Minnesota. Patients were stratified by clinic and were assigned in a 2:1 ratio to a care guide or usual care. Patients, providers, and persons performing outcome assessments were not blinded to treatment assignment. A 6-month recruitment period began in 3 clinics in July 2010 and in 3 clinics in October 2010. Follow-up was completed in April 2012. No changes in methods, outcomes, or data collec-

See also:

Print

Editorial comment. 225
Summary for Patients. I-28

Web-Only

Supplement



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Appendix Table 1. Baseline Patient Characteristics, by Clinic

Characteristic	All Patients		Clinic 1		Clinic 2		Clinic 3		Clinic 4		Clinic 5		Clinic 6	
	Care Guide (n = 1423)	Usual Care (n = 702)	Care Guide (n = 239)	Usual Care (n = 119)	Care Guide (n = 239)	Usual Care (n = 117)	Care Guide (n = 239)	Usual Care (n = 120)	Care Guide (n = 241)	Usual Care (n = 119)	Care Guide (n = 119)	Usual Care (n = 60)	Care Guide (n = 346)	Usual Care (n = 167)
Diabetes, %	65	62	72	59	56	42	74	70	60	66	62	67	66	68
Hypertension, %	82	80	78	83	94	93	72	73	79	71	78	78	85	80
Heart failure, %	6	5	4	6	7	3	4	6	8	6	9	7	7	4
>1 diagnosis, %	50	45	51	46	54	37	49	45	44	40	46	50	53	51
Female, %	50	53	54	63	51	59	47	38	46	50	45	53	51	52
White, %	90	91	75	76	96	99	86	89	96	97	97	95	94	92
Speak English at home, %	98	98	98	97	99	98	96	98	99	99	100	98	98	98
Medicaid insurance, %	7	7	8	8	2	2	10	9	4	5	8	7	9	9
High school education or less, %	39	39	44	48	13	23	43	34	38	30	45	43	48	51
No tobacco use, %	84	86	85	84	95	96	77	76	83	85	83	82	82	87
Mean age, y	61.1	60.9	60.1	60.8	65	65.7	57.7	56.0	60.7	61.2	63.8	61.6	60.6	60.5
Mean systolic blood pressure, mm Hg	128.8	128.7	130.2	133.7	130.8	131	126.1	126	128	127.2	129.8	128	128.6	127
Mean diastolic blood pressure, mm Hg	74.5	74.3	75.6	76.7	74.1	73.2	74.5	75.4	73.7	71.6	73.6	73.4	74.8	74.7
Mean HbA _{1c} level, %*	7.4	7.3	7.4	7.2	7.3	7	7.5	7.5	7.3	7.1	7.5	7.4	7.3	7.4
Mean LDL cholesterol level*														
mmol/L	2.23	2.24	2.32	2.29	1.95	1.97	2.23	2.13	2.24	2.25	2.22	2.25	2.32	2.40
mg/dL	86.1	86.4	89.7	88.4	75.1	76.0	86.2	82.1	86.4	86.9	85.7	86.8	89.6	92.5

HbA_{1c} = glycated hemoglobin; LDL = low-density lipoprotein.

* Among patients with diabetes.

Appendix Table 2. Baseline and Final Goals, by Clinic

Patient Group	Care Guide			Usual Care		
	Patients, <i>n</i>	Goals Met, <i>n/N</i> * (%)		Patients, <i>n</i>	Goals Met, <i>n/N</i> * (%)	
		Baseline	1 y		Baseline	1 y
All	1423	6892/9178 (75.1)	7632/9236 (82.6)	702	3335/4385 (76.1)	3488/4411 (79.1)
Clinic 1	239	1189/1634 (72.8)	1337/1656 (80.7)	119	525/739 (71.0)	586/739 (79.3)
Clinic 2	239	1087/1336 (81.4)	1175/1342 (87.6)	117	477/565 (84.4)	483/567 (85.2)
Clinic 3	239	1241/1682 (73.8)	1383/1692 (81.7)	120	600/815 (73.6)	626/826 (75.8)
Clinic 4	241	1167/1537 (75.9)	1265/1541 (82.1)	119	605/786 (77.0)	624/791 (78.9)
Clinic 5	119	498/697 (71.4)	596/704 (84.7)	60	272/355 (76.6)	302/361 (83.7)
Clinic 6	346	1710/2292 (74.6)	1876/2301 (81.5)	167	856/1125 (76.1)	867/1127 (76.9)

* Goals met out of assigned goals.

Appendix Table 3. Influence of Time of Final Goal Measurement on Care Guide Effect on Goals Met at 1 Year

Care Goal	Care Guide Effect		Care Guide Effect (Including Measurement Time Variable)*	
	Odds Ratio† (95% CI)	<i>P</i> Value	Odds Ratio† (95% CI)	<i>P</i> Value
No tobacco use	1.77 (1.09–2.86)	0.021	1.77 (1.09–2.86)	0.021
Systolic blood pressure				
All patients	1.20 (0.98–1.46)	0.077	1.20 (0.98–1.46)	0.076
Patients with hypertension	1.32 (0.97–1.79)	0.078	1.32 (0.98–1.78)	0.071
Patients with diabetes mellitus	1.15 (0.81–1.63)	0.45	1.15 (0.81–1.63)	0.45
Diastolic blood pressure				
All patients	0.97 (0.66–1.41)	0.87	0.97 (0.66–1.41)	0.86
Patients with hypertension	0.85 (0.59–1.23)	0.39	0.85 (0.59–1.21)	0.36
Patients with diabetes mellitus	1.03 (0.63–1.68)	0.92	1.03 (0.63–1.67)	0.91
HbA _{1c}	0.97 (0.88–1.06)	0.49	0.96 (0.84–1.10)	0.58
LDL cholesterol	1.00 (0.77–1.31)	0.99	0.98 (0.73–1.32)	0.91
Retinal examination	2.70 (1.32–5.54)	0.007	2.62 (1.31–5.23)	0.007
Microalbumin test	3.16 (2.32–4.31)	<0.001	‡	‡
Pneumonia vaccination	3.49 (2.37–5.15)	<0.001	‡	‡
ACEI or ARB prescription				
Patients with diabetes mellitus and microalbuminuria	1.52 (0.93–2.51)	0.097	1.54 (0.96–2.47)	0.071
Patients with congestive heart failure and LVEF <0.40	1.19 (0.24–5.87)	0.83	1.24 (0.32–4.81)	0.75

ACEI = angiotensin-converting enzyme inhibitor; ARB = angiotensin-receptor blocker; HbA_{1c} = glycated hemoglobin; LDL = low-density lipoprotein; LVEF = left ventricular ejection fraction.

* For this analysis, we determined the quarter of the year in which the final measurement occurred for each goal and repeated the original analysis using Stata's *blogit* command with this variable added. The care guide effect persisted with minimal differences between the 2 analyses, indicating that the time of goal measurement had little influence on attainment.

† Refers to the difference in percentage of goals met at 1 y (care guide vs. usual care). Odds ratios for echocardiography and β -blocker prescription could not be calculated in the primary analysis (care guide effect), so these goals are not included in the table.

‡ Could not be calculated.

Appendix Table 4. Care Guide Contacts With Patients and Providers*

Clinic	Care Guide–Patient		Care Guide–Provider
	Telephone	In Person	
All	5 (3, 7)	2 (1, 4)	4 (4, 5)
Clinic 1	3 (1, 4)	2 (1, 4)	4 (4, 6)
Clinic 2	4 (2, 7)	1 (1, 3)	4 (4, 5)
Clinic 3	7 (5, 9)	3 (1, 5)	4 (4, 5)
Clinic 4	5 (3, 7)	1 (0, 3)	4 (4, 5)
Clinic 5	6 (4, 8)	2 (1, 4)	4 (4, 5)
Clinic 6	5 (3, 8)	2 (0, 4)	5 (4, 6)

* Data are median (first quartile, third quartile) numbers of contacts during the study year.

Appendix Table 5. Influence of Demographic Variables on Care Guide Effect on Goals Met at 1 Year*

Patient Group	Care Guide Effect	
	Odds Ratio† (95% CI)	P Value
Aged >65 y	0.99 (0.80–1.22)	0.90
Female	0.88 (0.73–1.07)	0.20
White	1.04 (0.76–1.41)	0.82
Speak English at home	0.66 (0.31–1.41)	0.28
Medicaid insurance‡	1.47 (1.05–2.06)	0.027
High school education or less	0.96 (0.80–1.16)	0.64

* Shows the interaction between demographic group and care guide effect by adding the variable “treatment group by demographic group” to the primary end point analysis using Stata’s `blogit` command.

† Refers to care guide effect on percentage of goals met at 1 y in patients with each demographic variable compared with those without it.

‡ Only predictor of increased care guide effect.

Appendix Table 6. Influence of Working With Care Guides on Perceptions of Care: Patient Survey Measures

Component	Cronbach α * (All Patients)		Care Guide				Usual Care			
	Baseline	1 y	Baseline		1 y		Baseline		1 y	
			Patients, n	Mean Score (SD)†	Patients, n	Mean Score (SD)†	Patients, n	Mean Score (SD)†	Patients, n	Mean Score (SD)†
Social support	0.93	0.92	1364	3.97 (0.79)	900	4.25 (0.75)	668	3.95 (0.81)	399	4.09 (0.79)
Help	0.85	0.81	1351	3.82 (1.04)	909	3.53 (0.66)	665	3.91 (1.02)	415	3.41 (0.80)
Individualized care	0.88	0.90	1359	4.18 (0.62)	926	4.31 (0.67)	670	4.18 (0.64)	419	4.22 (0.66)
Reinforcement	0.88	0.91	1310	4.05 (0.67)	897	4.13 (0.73)	655	4.08 (0.70)	401	3.98 (0.80)
Understanding	0.72	0.93	1335	3.28 (0.92)	882	3.39 (1.04)	661	3.35 (0.95)	398	3.29 (0.99)

* Values show measurement reliability at conventionally accepted levels.

† Higher numbers indicate more positive responses.

Appendix Table 7. Influence of Working With Care Guides on Perceptions of Care: Care Guide Effect*

Component	Treatment Group by Time†	P Value (Treatment Group by Time)‡	Percentage of Goals Met at Baseline†	Time†	Constant	Observations, n	Chi-Square Value	P Value (Full Model)
Social support	0.138	0.013	0.251	0.133	3.835	3331	121.01	<0.001
Help	0.202	<0.001	0.282	-0.512	3.791	3340	235.21	<0.001
Individualized care	0.099	0.023	0.208	0.030	4.187	3374	113.7	<0.001
Reinforcement	0.169	<0.001	0.280	-0.100	4.036	3263	85.93	<0.001
Understanding	0.178	0.004	0.206	-0.071	3.464	3276	74.83	<0.001

* We assessed the patient care experience by regressing patient responses on treatment group by time, percentage of goals met at baseline, and time. Because the responses were repeated by patients and patients clustered by clinic, random effects were included for patients and clinics, with patients nested within clinics (Stata command xtmixed).

† Regression coefficients.

‡ In all 5 constructs, the care guide effect (treatment group by time) was associated with significantly improved perceptions of care.

Appendix Table 8. Hospitalizations and Emergency Department Visits*

Patients	Period	Mean Hospitalizations (SD)	Mean Emergency Department Visits (SD)
Care guide	Previous year	0.37 (1.00)	0.50 (1.99)
Care guide	Intervention year	0.35 (1.08)	0.57 (2.82)
Usual care	Previous year	0.29 (0.78)	0.45 (1.79)
Usual care	Intervention year	0.35 (0.93)	0.57 (1.73)

* Numbers of hospitalizations and emergency department visits at Allina Health facilities were manually counted from the electronic health record. "Previous year" was defined as the 365 d before each patient's enrollment; "intervention year" was defined as the following 365 d. Differences were compared using Poisson regression. Hospitalizations showed little change in care guide patients and increased in usual care patients; the difference between groups over time was significant (coefficient, -0.24; $P = 0.050$). Emergency department visits increased less in care guide patients than in usual care patients, but this difference was not significant.

Appendix Table 9. Hospital Charges, Professional Charges, and Relative Value Units*

Patients	Period	Hospital Charges, \$		Professional Charges, \$		Relative Value Units	
		Mean (Range)	Median (25th, 75th Percentiles)	Mean (Range)	Median (25th, 75th Percentiles)	Mean (Range)	Median (25th, 75th Percentiles)
Care guide	Previous year	30 041 (0-474 400)	6416 (1377, 33 816)	3746 (138-53 538)	2254 (1232, 4358)	15.32 (0-290.37)	9.16 (4.94, 16.95)
Care guide	Intervention year	32 791 (0-1 016 195)	5560 (1301, 35 336)	3812 (0-71 126)	2175 (1122, 4528)	15.29 (0-188.07)	8.5 (4.5, 18.18)
Usual care	Previous year	25 815 (0-502 612)	4484 (1234, 32 497)	3759 (146-185 889)	2152 (1168, 4325)	14.1 (0.97-195.3)	8.28 (4.71, 17.16)
Usual care	Intervention year	32 734 (0-427 657)	8341 (1300, 28 764)	3851 (0-86 292)	2093 (1017, 4115)	14.98 (0-149.07)	8.5 (4.42, 17.11)

* Data on charges were extracted from Allina Health billing data 4 mo after the 1-y anniversary of the last patient enrollment and were modified by mean collection rates. "Previous year" was defined as the 365 d before each patient's enrollment; "intervention year" was defined as the following 365 d. We evaluated these charges using a γ distribution with log link to reduce skewness. Differences by treatment group and year were not significant ($P = 0.157$ for hospital charges; $P = 0.77$ for professional charges; $P = 0.38$ for relative value units).

Knowledge and Ignorance in the Care of Chronic Disease

In his recent book, *Ignorance: How It Drives Science*, Dr. Stuart Firestein, professor and chair of the Department of Biological Sciences at Columbia University, suggests that we may understand more by appreciating the ignorance that good science creates rather than focusing only on the knowledge (1):

But there is another, less pejorative sense of ignorance that describes a particular condition of knowledge: the absence of fact, understanding, insight, or clarity about something. It is not an individual lack of information but a communal gap in knowledge. It is a case where data don't exist, or more commonly where the existing data don't make sense, don't add up to a coherent explanation, cannot be used to make a prediction or statement about some thing or event. This is knowledgeable ignorance, perceptive ignorance, insightful ignorance. It leads us to frame better questions, the first step in getting better answers.

This may be the case with the results of a trial reported in this issue (2). Adair and colleagues have given anyone interested in primary care, chronic disease, the medical workforce, or health services research much to ponder. Why are we clinicians so ignorant about achieving high-quality care in our patients with chronic disease?

In their study, Adair and associates randomly assigned more than 2000 patients with hypertension, diabetes, or heart failure to receive either the help of a layperson care guide or usual care over the course of a year. The purpose of the study was to see whether introducing a lay care guide into the patient-provider relationship could improve care according to well-established quality metrics for each of the 3 diseases. The care guides were selected on the basis of strong interpersonal skills and were then trained for 2 weeks. Their nonclinical role was clear: to help the patients assigned to them achieve 12 goals over a 1-year period. The lay care guides and their patients had access to several strategies not available to patients in the usual care group.

Not surprisingly, the intervention worked. Patients assigned to care guides met more goals than those who received usual care. Each care guide was able to monitor about 180 patients at a cost of about \$286 per patient per year.

However, these patients were not representative of the general population. Only a few did not speak English or were uninsured. They were from Minnesota, a state where people are healthier than in the rest of the United States and health systems are among the best and most innovative in the country (3). And they were high achievers to begin with—an average of 75% of goals were met at baseline. Whether the incremental improvement due to the involvement of lay care guides can be extrapolated to the larger issue of reducing morbidity and mortality remains un-

known. In addition, in the treatment of chronic diseases—especially the 3 studied—a year is the blink of an eye. The sustainability of the lay care guide intervention remains to be determined. Even with its relatively low cost, if it is carried forward without proven long-term benefit, it would add expense to a health care system that already costs too much. Yet, the authors are to be applauded for shedding light on a challenge that clinicians struggle with every day: how to help patients with chronic diseases get closer to meeting their health care goals.

Primary care has always been a struggle between depth and breadth. How can a primary care practitioner get everything done when besieged daily with new studies, updated guidelines, and compelling advertisements for the latest breakthrough? Focus and priority, which may be easier to achieve in specialty care, can be difficult for primary care practitioners who are responsible for the entire patient and all of their diseases. However, in the care guide environment, focus and priority were the dominant themes. Primary care physicians long for the luxury of being able to focus on a finite set of goals. Do we need layperson care guides to accomplish that? Can we afford them?

It is not only the practitioner who wrestles with focus and priority. As consumers, patients are bombarded with health advertising, including messages that may run counter to high-priority goals. Smoking advertisements are an obvious example, but others, such as advertisements that promote unhealthy eating or devices that encourage a sedentary lifestyle, can create substantial barriers to achieving health care goals. Also, in truth, much of direct-to-consumer advertising creates more distraction than education. It might be difficult for a patient to focus on high blood pressure, diabetes, or heart failure when he hears several times a day about the “epidemic” of low testosterone levels. Having a team member devoted to patient compliance oversight seems to be a real advantage.

The greatest strength we have as practitioners may be our clinical knowledge, but in some respects it is a weakness. Clinical knowledge can be perceived as a mystical force that separates the clinician and the patient rather than connecting them. Explaining the evidence base that supports clinical decisions to patients is difficult, even for experienced clinicians. Knowing just the basics may have its advantages—what people do not know is less likely to distract them. Changing behavior is not easy. The results presented in this issue suggest that laypersons who are coached in the basics of behavior change may be more effective than busy physicians at steering patients in the right direction. Expertise can go only so far before practitioners have to get patients to actually do something, which is tricky and not something that many practitioners are well-trained in.



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ROBINA FOUNDATION

TO: Robina Foundation Board of Directors
FROM: Penny Hunt
DATE: August 13, 2013
RE: University of Minnesota Law School

Leaders of the Foundation's two major initiatives at the University of Minnesota Law School will attend the Board Meeting to update the Board on development and implementation of the initiatives.

Robina Institute of Criminal Law and Criminal Justice: Sentencing Law Program Enhancements

At the May 2013 Board Meeting, the Board approved a multi-year grant to the Law School to support enhancements to the Sentencing Law Program of the Robina Institute. The Sentencing Law Program is one of the three parts of the Robina Institute. The proposal for the enhancements follows.

Kevin Reitz and Richard Frase, leaders of the program who attended last year's annual meeting, will update the Board on their work, focusing on the Timeline and Deliverables developed to evaluate the program each year, and in particular, at the end of the third year of funding to determine continuation of funding for an additional two years.

Center for New Americans

At the May meeting the Board also approved a multi-year grant to support the Center for New Americans but decided not to include the Binger name at the outset of the Center. Dean Wippman along with Ben Casper, who will lead the initiative, will talk about the promise of the center and the work accomplished to date. They will focus on the "Benchmarks" set for the initiative, which will be key to the Foundation's evaluation of early work of the Center to determine whether additional funding at a higher level is warranted.

Robina Institute of Criminal Law and Criminal Justice

Sentencing Law Program Enhancements

October 29, 2012

In its first year of operation, the Sentencing Law and Policy program (SLP) has laid the foundation for a series of projects, each of which is likely to have a substantial positive impact on criminal law reform efforts. With additional resources, we could accelerate and expand the SLP's work, making criminal justice reform a national issue with an enormous potential impact on hundreds of thousands of people. The additional resources needed include funds to buy out teaching time for Kevin Reitz and Richard Frase as the SLP co-directors and to hire non-academic professional staff to direct or consult on SLP projects, additional post-docs or research associates to work on selected projects, and additional support staff. We would also need funds to provide space to house the new SLP participants.

I. High Priority Projects

We have identified four major projects that could be launched in the immediate future with additional resources. For each, we offer rough breakdowns of anticipated costs, but the precise allocation of funding may shift as projects evolve.

A. Multi-State Criminal History Project (Director: Professor Frase)

An offender's criminal history (record of prior convictions) is a major sentencing factor in all American sentencing guidelines systems. Under some state guidelines offenders in the highest criminal history category have recommended prison sentences that on average are ten times longer than the recommended sentences for offenders with no prior convictions. Criminal history enhancements thus directly and substantially increase the size and expense of prison populations. Such enhancements also have a very strong disparate impact on racial and ethnic minorities; furthermore, they undercut the goal of making sentence severity proportional to offense severity and, under many existing formulas, they send many repeat property and drug offenders to prison, thus undercutting the goal of reserving limited and expensive prison space for violent offenders.

Yet very little attention has been paid to these issues by sentencing commissions and outside researchers. The formulas and impacts of criminal history enhancements vary dramatically from one guidelines system to another, and the rationales for specific formulas have rarely been stated or evaluated. The most plausible rationale for such enhancements is that repeat offenders have a higher risk of recidivism; but existing criminal history scores have rarely been validated and refined to improve their risk-prediction accuracy and efficiency. With additional resources, the Robina Institute could encourage guidelines states to examine their use of criminal history. We have already identified a number of important ways in which state criminal history formulas differ, for example: Which kinds of prior convictions are counted, with what weighting formulas and limitations, e.g., on very old convictions? Is the offender's current age taken into account? Is eligibility for the highest criminal history categories (most severe sentences) limited to offenders with prior violent crimes? What is the weight of the criminal history score in itself and compared to offense severity, as a sentence-enhancement factor?

The Criminal History Project would:

- Make a comprehensive study of the varieties of criminal history formulas found in American sentencing guidelines systems.
- Collect existing studies, and carry out or commission new research, on the impacts that different formulas have on the size of prison populations and their racial/ethnic composition, the proportionality of sentences relative to the seriousness of the crimes being sentenced, and the goal of ensuring adequate prison space for violent offenders.
- Collect existing studies and encourage new research on the validity of criminal history scores and each score component as predictors of recidivism risk, especially risk of violent crime.
- Encourage criminologists who study criminal careers to make closer connections between this well-developed body of research and what ought to be (but has rarely been) one of its most important practical applications – criminal history enhancements in sentencing.
- Based on the research described above, encourage sentencing commissions to examine the ways in which their guidelines employ criminal history enhancements and consider changes that would improve the crime control cost-effectiveness, racial neutrality, and offense proportionality of sentences imposed.
- Consider incorporating new approaches to criminal history in future Model Penal Code recommendations, which would serve to further promote their wide consideration and adoption by US legislatures or sentencing commissions.

Given the substantial role that criminal history enhancements have in most sentencing guidelines systems, even modest changes in criminal history scoring and weight could have enormous impacts.

Our discussions with sentencing commissioners and staff in Minnesota and other guidelines states indicates that there is considerable interest in examining criminal history enhancements. The staff of the Minnesota Commission has already begun a project on this topic, and we expect to be able to identify several other states sharing this interest.

Resource Needs

This project and the Repository project [C] described below will require substantial amounts of Professor Frase's time – these are largely unexplored topics, with few existing experts and research staff who could be hired to direct research on them. The proposed 50 percent reduction in Professor Frase's teaching load will free up about one-quarter of his time, which he will allocate approximately equally between these two projects.

One of the few researchers with substantial experience in studying state guidelines systems is Don Stemen, formerly at the Vera Institute in New York and currently an Assistant Professor in the Department of Criminal Justice and Criminology at Loyola University, Chicago. He has expressed great interest in working as a part-time consultant on both this and the Repository project. Given the time he can devote as a consultant, his hourly rate, and associated travel expenses, we have allocated one half of the total "Robina Institute Fellows" expense for projects A and C shown in the attached budget for his work on the Criminal History Project.

For additional research and operations work, this project will also require one quarter of the Post-doc Research Associate position shown in the budget, one half of one of the two Research Staff positions, and one-quarter of the Support Staff position.

To cover additional needs for student research assistance, we have allocated to this project one quarter of the "Law Student (LPA) opportunities" item in the attached budget. We may also need to hire as consultants on this project one or more criminologists specializing in criminal careers and related "life course" research. However, we believe we can cover this expense with existing funds.

A. Multi-State History Project	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	TOTAL
Richard Frase teaching buy down (30%)	48,575	50,032	51,533	53,079	54,672	257,891
Robina Institute Fellow (50% time commitment)	50,000	51,500	53,045	54,636	56,275	265,457
Travel Allowance	2,500	2,575	2,652	2,732	2,814	13,273
Dislocation Expense	10,000	10,300	10,609	10,927	11,255	53,091
Post-Doc Research Associate	20,600	21,218	21,855	22,510	23,185	109,368
Research Staff (\$50,000 plus benefits)	35,000	36,050	37,132	38,245	39,393	185,820
IT/Web staff (\$50,000 plus benefits-half time position)	7,000	7,210	7,426	7,649	7,879	37,164
Support Staff (\$45,000 plus benefits)	15,750	16,223	16,709	17,210	17,727	83,619
Law Student (LPA) opportunities	5,000	5,150	5,305	5,464	5,628	26,546
TOTAL	194,425	200,258	206,265	212,453	218,827	1,032,229

B. Multi-State Parole and Probation Revocation Project (Director: Professor Reitz)

Nationally, 40% of prison admissions are due to revocations of probation or parole terms (for failure to abide by terms of supervision or the alleged commission of a new crime) rather than new convictions and sentences. In some states, this figure has reached 70%. Few jurisdictions use evidence-based practices to test whether individual revocation decisions are necessary to further public safety. The processes for revoking community sentences are often shoddy, with inadequate protections against arbitrary or discriminatory rulings.

In bulk, sentence revocations have helped fuel U.S. prison growth long after national crime rates began to decline. This has been questionable public policy and a substantial drain on state budgets. Many states now realize that the legal and policy problems surrounding sentence revocations are urgent and require new thinking and new solutions, but there have been few successful innovations upon which to build.¹

¹ One ambition of the project would be to identify best practices nationwide. For example, Washington State has pursued a promising experiment in cutting back both numbers of revocations and the length of confinement terms following revocations. Under court order to reduce prison populations, California has recently explored radical changes in sentence revocation policy.

The Revocation and Release Project would:

- Identify possible model systems and explore the wisdom of replicating parts or all of those systems in other jurisdictions;
- Help participant states devise "sentence revocation guidelines" (similar to successful sentencing guidelines reforms) to replace existing discretionary procedures with evidence-based best practices; and
- Disseminate the study's findings to other jurisdictions and incorporate advances in revocation policies into new Model Penal Code provisions.

The project would dramatically reduce prison admissions and incarceration rates in states that adopt positive changes, conserve community supervision resources for the rehabilitation and reintegration of offenders, and foster fairer and more transparent procedures.

At the March 2012 meeting of sentencing commissions hosted by the Robina Institute, a number of states expressed interest in this project with the goals of (1) implementing policy changes tailored to the needs of those states; and (2) creating models for other jurisdictions to emulate. The states with an immediate interest in participating include Minnesota, Pennsylvania, Alabama, Washington, and California. We expect to reach out to non-participant states through the Model Penal Code process and by working with the National Council of State Legislatures and the Council of State Governments.

Resource Needs

Professor Reitz would allocate roughly three credits of teaching relief (or 2/3 of average yearly teaching relief) to this project. Professor Reitz could begin work immediately (Fall 2012) in anticipation of a three-credit teaching load reduction starting Spring 2013.

Academic partners would include the University of Wisconsin (Professor Cecelia Klingele). The University of Toronto Centre for Criminology (Anthony Doob) has also expressed interest.

We would seek to hire one Consultant to co-direct the project. Ronald Corbett, Massachusetts Commissioner of Probation, and a national leader in the field of evidence-based probation reform (e.g., Chair of the Reinventing Probation Council that issued the 2000 report, "Transforming Probation Through Leadership"), has expressed interest in joining the project beginning January 2013 (when he will step down as Commissioner). His estimated time commitment would be the equivalent of one-third FTE at an estimated annual expense of \$75,000 per year plus travel and lodging expenses during periods of residency in Minnesota.

We estimate the project will require one quarter of the Post-Doc Research Associate position shown in the budget, one half of one of the two Research Staff positions, and one-quarter of the Support Staff position. We have allocated to this project one quarter of the "Law Student (LPA) opportunities" item in the attached budget.

B. Multi-State Parole and Probation Revocation Project

	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	
Kevin Reitz teaching buy down (25%)	50,754	52,277	53,845	55,460	57,124	269,460
Robina Institute Fellow (33% time commitment)	75,000	77,250	79,568	81,955	84,413	398,185
Travel Allowance	2,500	2,575	2,652	2,732	2,814	13,273
Dislocation Expense	10,000	10,300	10,609	10,927	11,255	53,091
Post-Doc Research Associate	20,600	21,218	21,855	22,510	23,185	109,368
Research Staff (\$50,000 plus benefits)	35,000	36,050	37,132	38,245	39,393	185,820
IT/Web staff (\$50,000 plus benefits-half time position)	7,000	7,210	7,426	7,649	7,879	37,164
Support Staff (\$45,000 plus benefits)	15,750	16,223	16,709	17,210	17,727	83,619
Law Student (LPA) opportunities	5,000	5,150	5,305	5,464	5,628	26,546
TOTAL	221,604	228,252	235,100	242,153	249,417	1,176,526

C. Sentencing Reform Repository Project (Director: Professor Frase)

The National Association of Sentencing Commissions (NASC) was created as a result of a 1993 meeting organized by Kevin Reitz. NASC's mission is "to facilitate the exchange and sharing of information, ideas, data, expertise, and experiences and to educate on issues related to sentencing policies, guidelines and commissions." But NASC has no staff and a very limited budget. As a result, its activities are limited to coordinating the organization's annual meeting, and its website primarily consists of meeting agendas and contact information for member commissions.

The Robina Institute could work with NASC to develop mechanisms for the collection, storage, analysis, and exchange of sentencing guidelines law and policy information. An incredibly rich but largely untapped trove of sentencing data, research reports, guidelines, statutory rules, policy-development materials, and interpretive case law currently exists on scattered sentencing commission web sites and legal databases, or in unpublished documents and agency computer files. Working with NASC and individual sentencing commissions, SLP faculty and their assistants will create a central clearinghouse of documents and guidelines-related materials that will greatly facilitate multi-state research and policy analysis by interested parties, including sentencing commissioners and their staffs, state officials interested in creating guidelines or a commission, and independent researchers. We would also explore ways to facilitate multi-state, comparative research and policy development by encouraging sentencing commissions to collect and report their data in more consistent formats. Over time, SLP could in essence become a secretariat for NASC, providing it the expertise, information resources, and staff support needed to fulfill its information-sharing mission.

The Sentencing Reform Repository Project would:

- Assemble electronic and/or hard copies of all currently available sentencing law and policy materials from as many sentencing guidelines states as possible, including materials in libraries, on commission and other web sites, in legal and other data bases,

and in the personal files of the few scholars who have studied one or more state guidelines systems (three of whom are Minnesota professors – Frase, Reitz, and Tonry) .

- Contact all guidelines states to request additional materials known or suspected to be available for those states.
- Place as much of the gathered material as possible on the Institute's web site, or with links to other web sites.
- Encourage more consistent formats in state guidelines data.
- Identify areas where additional research on state guidelines law and policy is particularly needed, with specific suggestions to interested researchers on how to obtain the necessary data and other materials.
- Create a sentencing research and policy blog on which any interested commissioner, commission staffer, or outside researcher can post comments, news, or research and policy inquiries.

We believe the proposed Repository would fill an important unmet need, and greatly facilitate research and improved sentencing policy in many states.

Resource Needs

As noted previously, this project and the Criminal History Project [A] described above will require substantial amounts of Professor Frase's time. He will divide the time freed up by the proposed 50 percent reduction in his teaching load equally between the two projects.

As noted above, Don Stemen is interested and highly qualified to work on collecting, harmonizing, and making effective use of materials gathered from multiple state guidelines systems. Indeed, he is the ideal person to assist Professor Frase with this project, and he is enthusiastic about the possibilities it presents. His time and travel expenses are expected to be approximately the same for each of these two projects; hence, we have allocated one half of the total "Robina Institute Fellows" expense for Projects A and C shown in the attached budget for his work on the Sentencing Reform Repository Project.

The Repository Project will seek to place much of the gathered material on line directly at the Institute's web site or by links to other sites, so we will need very substantial support from staff skilled at web site design and maintenance. Our budget includes a new staff line for IT/web site work, and that person is expected to spend about half of his/her time on the Repository project.

For additional research and operations work, this project will also require one quarter of the Post-Doc Research Associate position shown in the budget, one half of one of the two Research Staff positions, and one-quarter of the Support Staff position.

To cover additional needs for student research assistance, we have allocated to this project one quarter of the "Law Student (LPA) opportunities" item in the attached budget. We may also need to hire as consultants on this project one or more persons who are current or former members or staff of sentencing commissions – persons who, given their experience, are very knowledgeable about the kind of materials and information that is likely to be of greatest interest and value to sentencing commissions and policymakers. However, we believe we can cover this expense with existing funds.

C. Sentencing Reform Repository Project	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	TOTAL
Richard Frase teaching buy down (30%)	48,575	50,032	51,533	53,079	54,672	257,891
Robina Institute Fellow (50% time commitment)	50,000	51,500	53,045	54,636	56,275	265,457
Travel Allowance	2,500	2,575	2,652	2,732	2,814	13,273
Dislocation Expense	10,000	10,300	10,609	10,927	11,255	53,091
Post-Doc Research Associate	20,600	21,218	21,855	22,510	23,185	109,368
Research Staff (\$50,000 plus benefits)	35,000	36,050	37,132	38,245	39,393	185,820
IT/Web staff (\$50,000 plus benefits-half time position)	28,000	28,840	29,705	30,596	31,514	148,656
Support Staff (\$45,000 plus benefits)	15,750	16,223	16,709	17,210	17,727	83,619
Law Student (LPA) opportunities	5,000	5,150	5,305	5,464	5,628	26,546
						0
TOTAL	215,425	221,888	228,544	235,401	242,463	1,143,721

D. Building Partnerships with Parole Release States (Director: Professor Reitz)

Law reform partnerships between policymakers and academics, of the kind established in sentencing-commission states, have not developed with traditional “indeterminate sentencing” jurisdictions that retain parole release as the means to determine prison sentence length (these include roughly half of the states in 2012). In all American law schools, only a handful of faculty nationwide have interest or depth of knowledge in paroling practices, and no organization like NASC exists to build bridges between academic research and indeterminate sentencing systems. The Robina Institute could fill this void, extending the NASC model to indeterminate states, with the goals of promoting policy-relevant research, evidence-based practices, and sharing of reform efforts across multiple jurisdictions.

This project would proceed on two parallel tracks:

- Build a “National Association of Parole Release Systems”; and
- Support discrete pilot projects, with subject matters determined in consultation with participant states.

Because we would rely on authentic collaboration between the Institute and state agencies (as is now the case with the Institute’s NASC-based activities), the substantive projects that would grow out of a NASC-like organization of paroling states should not be dictated in advance. However, the Institute can and will offer suggestions, and will participate actively in setting the direction for reform-oriented projects.

As an illustration, one project the Institute would recommend to participant states is a cross-jurisdictional reappraisal of the use of actuarial risk assessment instruments in parole release decisions. Evidence-based risk assessments can yield smaller prison populations and increased public safety—achieved simultaneously—but many states lack well-designed machineries for this purpose. Many paroling agencies use substandard instruments (e.g., prepared outside the state on populations that do not closely resemble the state’s prison releasees—or prepared in-

state without adequate expertise or validation) and some parole boards use no risk instruments at all. At the same time, while risk measures are becoming ubiquitous in criminal justice, the dangers of inappropriate uses have been under-evaluated. For example, there is a worrisome tendency of "neutral" risk factors (such as prior record and employment history) to correlate with the race of offenders. Instruments must be carefully designed to promote evidence-based practices while paying heed to the dangers of exacerbating racial and ethnic disparities in punishment.

A second potential project would be to encourage the creation of effective laws and procedures to grant parole boards emergency-releasing powers in times of prison overcrowding. Some laws of this kind were enacted in the 1980s but they were seldom used. More recently, in times of crowding emergencies, states have lurches toward one-time, ad hoc solutions that have not addressed longer-term problems that brought about the crises in the first place. A regularized overcrowding-control mechanism, with appropriate early-warning capability, could give paroling states the ability to manage prison population size that they now lack. Given that parole-release states were responsible for the greatest share of America's prison-growth explosion over the past 30 years, innovations of this kind are sorely needed.

Resource Needs

Initially, Professor Reitz would allocate approximately 1/3 of the time gained through teaching relief to this project. As the organizational base for projects with parole release states solidifies, the time allocation can be expected to increase.

Academic partners could include Vanderbilt University (Professors Nancy King and Christopher Slobogin have expressed interest) and the University of Wisconsin.

We would seek to hire one Institute Consultant to help guide the project. Edward Rhine, first choice of the Institute faculty, has expressed interest in joining the project in the 2013-14 academic year. Rhine is Ohio Deputy Director of Corrections for Reentry Programs, a Ph.D. sociologist, well-published author, and leading voice in evidence-based parole reform and prisoner reentry initiatives across the country.

His estimated time commitment would be the equivalent of one quarter FTE at an estimated annual expense of \$50,000 plus travel and lodging expenses during periods of residency in Minnesota.

It is estimated the project will require one quarter of the Post-Doc Research Associate position shown in the budget, one half of one of the two Research Staff positions, and one-quarter of the Support Staff position. We have allocated to this project one quarter of the "Law Student (LPA) opportunities" item in the attached budget.

D. Building Partnerships with Parole Release States

	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
Year 1 (FY 2014)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	
Kevin Reitz teaching but down (25%)	21,752	22,405	23,077	23,769	24,482	115,484
Robina Institute Fellow (25% time commitment)	50,000	51,500	53,045	54,636	56,275	265,457
Travel Allowance	2,500	2,575	2,652	2,732	2,814	13,273
Dislocation Expense	10,000	10,300	10,609	10,927	11,255	53,091
Post-Doc Research Associate	20,600	21,218	21,855	22,510	23,185	109,368
Research Staff (\$50,000 plus benefits)	35,000	36,050	37,132	38,245	39,393	185,820
IT/Web staff (\$50,000 plus benefits-half time position)	28,000	28,840	29,705	30,596	31,514	148,656
Support Staff (\$45,000 plus benefits)	15,750	16,223	16,709	17,210	17,727	83,619
Law Student (LPA) opportunities	5,000	5,150	5,305	5,464	5,628	26,546
TOTAL	188,602	194,260	200,088	206,090	212,273	1,001,314

II. Next Stage Projects

The high-priority projects outlined above are already far down the road of conceptual planning. A number of initiatives, under consideration for a later date, are described briefly below. Projects of this kind would come to fruition more quickly with added time and resources.

- **Racial disparities in prison and jail populations.** Considerable work on this issue has already been done in Minnesota, and several years ago the Sentencing Commission and Law School faculty began to design a major empirical project to gather important missing data. But this project was never carried out due to lack of staff and funding. And much less data on these issues is currently available for other states. Besides collecting additional Minnesota and other state data, SLP faculty would like to do further research on one of the most promising mechanisms to combat racial disparities: the application of racial impact assessments to current and proposed sentencing rules.
- **Prosecutor roles in sentencing (diversion, charging, plea bargaining, sentence recommendations).** Prosecution decisions (usually made by individual, case-level prosecutors, with minimal supervision or standards) have substantial impacts on the nature and severity of sentences imposed, and are a major potential source of excessive incarceration and sentencing disparities. Even modest improvements in the consistency and resource efficiency of these decisions would have very substantial impacts in most jurisdictions.
- **Prison population management in sentencing guidelines systems.** Policy makers need to know whether sentencing commissions and/or guidelines are the best available vehicle(s) for prison downsizing or controlled growth, and whether these vehicles work better when combined with certain other measures. Several studies have found

correlations between prison population size or growth and sentencing structures, but these studies need to be refined and brought up to date.

- **Promoting sentencing reform.** An overarching goal of SLP, building on all of the projects described above, is to use SLP faculty consulting expertise and research to promote well-designed sentencing guidelines and improved parole-release systems in as many states as possible. This project seeks to preserve the best guidelines systems now in operation (whose virtues do not necessarily guarantee their survival); to improve all existing guidelines and parole systems; and to encourage more states to adopt the well-designed guidelines systems that Professors Frase and Reitz have advocated in their scholarship and model-standards drafting.
- **Comparative Research on Guidelines Systems.** There are functioning sentencing guidelines systems in well over a dozen American states (and also in several other countries, e.g., the United Kingdom, New Zealand, and Israel). Some work has been done comparing these systems, and several of the projects described above will do more work in particular areas. Other fruitful areas for comparative research include grid versus non-grid systems; enforcement measures (e.g., appeals from and/or required statements of reasons for departure from guidelines recommendations); the use and different kinds of resource-impact assessments; retention versus abolition of parole-release discretion; range of offenses covered by the guidelines (some or all felonies; some or all misdemeanors); extent of regulation of non-prison punishments; and release-revocation and other enforcement measures for conditions of non-custodial sanctions).

* * *

The problems of U.S. sentencing practices are so many, and the number of people affected so large, that moving the needle even a little can have dramatic impacts on countless lives. Robina funding has already enabled the SLP to make substantial progress. With the additional support requested in this proposal, we can magnify the impact of the SLP's work dramatically. The full budget for the proposed new projects is attached.

A. Multi-State History Project	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	
Richard Frase teaching buy down (30%)	48,575	50,032	51,533	53,079	54,672	257,891
Robina Institute Fellow (50% time commitment)	50,000	51,500	53,045	54,636	56,275	265,457
Travel Allowance	2,500	2,575	2,652	2,732	2,814	13,273
Dislocation Expense	10,000	10,300	10,609	10,927	11,255	53,091
Post-Doc Research Associate	20,600	21,218	21,855	22,510	23,185	109,368
Research Staff (\$50,000 plus benefits)	35,000	36,050	37,132	38,245	39,393	185,820
IT/Web staff (\$50,000 plus benefits-half time position)	7,000	7,210	7,426	7,649	7,879	37,164
Support Staff (\$45,000 plus benefits)	15,750	16,223	16,709	17,210	17,727	83,619
Law Student (LPA) opportunities	5,000	5,150	5,305	5,464	5,628	26,546
TOTAL	194,425	200,258	206,265	212,453	218,827	1,032,229

B. Multi-State Parole and Probation Revocation Project	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	
Kevin Reitz teaching buy down (25%)	50,754	52,277	53,845	55,460	57,124	269,460
Robina Institute Fellow (33% time commitment)	75,000	77,250	79,568	81,955	84,413	398,185
Travel Allowance	2,500	2,575	2,652	2,732	2,814	13,273
Dislocation Expense	10,000	10,300	10,609	10,927	11,255	53,091
Post-Doc Research Associate	20,600	21,218	21,855	22,510	23,185	109,368
Research Staff (\$50,000 plus benefits)	35,000	36,050	37,132	38,245	39,393	185,820
IT/Web staff (\$50,000 plus benefits-half time position)	7,000	7,210	7,426	7,649	7,879	37,164
Support Staff (\$45,000 plus benefits)	15,750	16,223	16,709	17,210	17,727	83,619
Law Student (LPA) opportunities	5,000	5,150	5,305	5,464	5,628	26,546
TOTAL	221,604	228,252	235,100	242,153	249,417	1,176,526

C. Sentencing Reform Repository Project	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	
Richard Frase teaching buy down (30%)	48,575	50,032	51,533	53,079	54,672	257,891
Robina Institute Fellow (50% time commitment)	50,000	51,500	53,045	54,636	56,275	265,457
Travel Allowance	2,500	2,575	2,652	2,732	2,814	13,273
Dislocation Expense	10,000	10,300	10,609	10,927	11,255	53,091
Post-Doc Research Associate	20,600	21,218	21,855	22,510	23,185	109,368
Research Staff (\$50,000 plus benefits)	35,000	36,050	37,132	38,245	39,393	185,820
IT/Web staff (\$50,000 plus benefits-half time position)	28,000	28,840	29,705	30,596	31,514	148,656
Support Staff (\$45,000 plus benefits)	15,750	16,223	16,709	17,210	17,727	83,619
Law Student (LPA) opportunities	5,000	5,150	5,305	5,464	5,628	26,546

TOTAL	215,425	221,888	228,544	235,401	242,463	1,143,721
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D. Building Partnerships with Parole Release States

	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
Year 1 (FY 2014)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	
Kevin Reitz teaching but down (25%)	21,752	22,405	23,077	23,769	24,482	115,484
Robina Institute Fellow (25% time commitment)	50,000	51,500	53,045	54,636	56,275	265,457
Travel Allowance	2,500	2,575	2,652	2,732	2,814	13,273
Dislocation Expense	10,000	10,300	10,609	10,927	11,255	53,091
Post-Doc Research Associate	20,600	21,218	21,855	22,510	23,185	109,368
Research Staff (\$50,000 plus benefits)	35,000	36,050	37,132	38,245	39,393	185,820
IT/Web staff (\$50,000 plus benefits-half time position)	28,000	28,840	29,705	30,596	31,514	148,656
Support Staff (\$45,000 plus benefits)	15,750	16,223	16,709	17,210	17,727	83,619
Law Student (LPA) opportunities	5,000	5,150	5,305	5,464	5,628	26,546
TOTAL	188,602	194,260	200,088	206,090	212,273	1,001,314

TOTAL ALL PROJECTS	820,056	844,658	869,997	896,097	922,980	4,353,789
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University of Minnesota Law School SLP Augmentation Proposal
Timeline and Deliverables

1. Criminal History Project

Year One

- Assemble core project team (Institute fellow, consultants and other academic partners).
- Hold initial planning meetings and conference calls with core team members.
- Hire a Research Staff person to work on this and the Repository (Project no. 3, below); work with Professor Reitz in hiring of three staff members to work on all four near-term projects (Post-Doc, IT/Web staff, clerical/administrative support staff).
- Complete comprehensive study of criminal history formulas found in American sentencing guidelines systems and other American sentencing laws (e.g., laws that provide higher penalties and/or higher offense-level classifications for "second and subsequent" offenses of the same or similar type).
- Collect existing studies on the impacts that different criminal history formulas have on: the size of prison populations; their racial/ethnic composition; the proportionality of sentences relative to the seriousness of the crimes being sentenced; and the goal of ensuring adequate prison space for violent offenders.
- Hold meetings with representatives from 3 to 5 states interested in participating in research and possible policy change in this area.

Deliverables: Preliminary report summarizing research; recruitment of 3 to 5 participant states

Year Two

- Carry out or commission new research on the criminal history impacts noted above (impacts on size and racial/ ethnic composition of prison populations, proportionality of sentences to crimes, goal of ensuring adequate prison space for violent offenders).
- Collect existing studies and encourage new research on the validity of criminal history scores and each score component as predictors of recidivism risk, especially risk of violent crime.
- Encourage criminologists who study criminal careers to make closer connections between this well-developed body of research and what ought to be (but has rarely been) one of its most important practical applications – criminal history enhancements in sentencing. Develop requests for proposals for these criminologists to conduct new studies and/or apply existing research findings, to make these connections.
- Conduct legal, data, and policy analyses of the needs of each participating state.
- Develop state-specific reform proposals.

Deliverables: Further research reports; requests for proposals for research by criminal-careers specialists; criminal-history reform proposals tailored to each participant state.

Years Three and Four

- Based on the research and state-specific reform proposals described above, encourage and assist sentencing commissions in participating states to examine the ways in which their guidelines employ criminal history enhancements; encourage and assist these commissions to consider changes that would improve the crime control cost-effectiveness, racial neutrality, and offense proportionality of sentences imposed.
- Assist sentencing commissions and/or legislators and other interested officials in participating states to gain approval and implementation of criminal history reforms.
- Assist sentencing commissions in states that implement criminal history reforms to evaluate the effects of those reforms on actual sentencing practices and prison populations.
- Publish materials on the web, in hard copy, and through the National Association of Sentencing Commissions (NASC), promoting to other states the research and state-specific proposals developed by SLP in this area.
- Hold a national conference, hosted by the Robina Institute, to further publicize and promote SLP's research and law reform efforts related to criminal history enhancements.
- Consider incorporating new approaches to criminal history in future Model Penal Code recommendations, which would serve to further promote their wide consideration and adoption by US legislatures or sentencing commissions.

Deliverables: Full or partial adoption of criminal history reform proposals in several participant states; preliminary report summarizing post-implementation evaluation research; preparation and dissemination of publications highlighting advantages of these proposals; incorporation of aspects of proposals into Model Penal Code draft; national conference

Year Five and future years

- Provide similar SLP assistance to additional guidelines states interested in revising their criminal history formulas.
- Continue to assist and evaluate results in states that previously adopted criminal history reforms.

Deliverables: Full or partial adoption of criminal history reform proposals in additional participant states; preliminary report summarizing post-implementation evaluation research in those states; final report on post-implementation evaluation research in states that adopted criminal history reforms in earlier years.

2. Probation and Parole Revocations Project

Year One

- Assemble team (consultant, academic partners, linkages to other reform organizations)
- Hold initial planning meetings
- Conduct nationwide research into best and worst practices
- Hold meetings with 3 to 5 participant states

Deliverables: Preliminary report summarizing research; recruitment of 3 to 5 participant states

Years Two and Three

- Conduct legal, data, and policy analyses of each state's needs
- Identify promising and politically feasible avenues of change in each state (possibilities include legislation, new sentencing guidelines, changes in regulations and practices of corrections agencies)
- Develop state-specific reform proposals

Deliverables: Probation and parole revocation reform proposals tailored to each participant state

Years Three through Five

- Assist sentencing commission or other responsible agency in seeking approval and implementation in each state
- Publication promoting to other states the range of state-specific proposals developed by SLP, dissemination of proposals through NASC, Model Penal Code project, and a national conference hosted by the Robina Institute

Deliverables: Full or partial adoption of revocation reform proposals in several participant states; preparation and dissemination of publications highlighting advantages of proposals; incorporation of aspects of proposals into Model Penal Code draft; national conference

Future years

Provide similar SLP assistance to additional states interested in parole and probation revocation reforms

3. Sentencing Reform Repository Project

Year One

- Assemble core project team (Institute fellow, consultants and other academic partners).
- Hold initial planning meetings and conference calls with core team members.
- Hire a Research Staff person to work on this and the Criminal History Project (no. 1, above); work with Professor Reitz in hiring of three staff members to work on all four near-term projects (Post-Doc, IT/Web staff, clerical/administrative support staff).
- Begin to assemble electronic and/or hard copies of all currently available sentencing law and policy materials from the states most likely to have substantial and readily-available materials, namely, states with guidelines currently in force and with an active, fully-functioning sentencing commission; these materials will be found in libraries, on commission and other web sites, in legal and other data bases, and in the personal files of the few scholars who have studied one or more state guidelines systems (three of these are Minnesota professors – Frase, Reitz, and Tonry).
- Based on the materials initially collected, begin to formulate requests for and other plans to obtain additional sentencing-related materials from these states that are not, for one reason or another readily available (e.g., for reasons of data privacy, lack of state funds and staff to photocopy non-digitized materials, etc.).
- Create and publicize a new web site for the Repository, on or linked to the Institute's web site; post all digitized materials that have been obtained, and/or provide links to other web sites containing the material.
- Create a sentencing research and policy blog on which any interested commissioner, commission staffer, or outside researcher can post comments, news, or research and policy inquiries.

Deliverables: Collection of electronic and hard copy sentencing reform materials from a number of states; creation of the Repository web site and blog; action plans for difficult-to-obtain materials.

Year Two

- Based on the results in year one and growing familiarity with the varieties of state sentencing-related materials, formulate and begin to carry out plans to obtain materials, similar to those collected in year one, from states with guidelines currently or formerly in force but without a currently-active, fully-functioning sentencing commission.
- Re-contact all states that supplied materials in year one to update their submissions and ensure that the Repository has the latest versions as well as any new materials.
- Develop and implement procedures to make such updates routine, with back up procedures to make sure nothing important is missed.
- Place all additional gathered electronic material on the Institute's web site, and/or provide links to other web sites.

- Develop procedures to make non-electronic materials available to non-SLP researchers and policymakers, and add descriptions of these materials to the Repository web site.
- Begin to identify areas where additional research on state guidelines law and policy is particularly needed.
- Develop and implement plans encouraging states to employ consistent formats in their guidelines data and assist researchers in converting their data to such formats.
- Develop and post on the Repository web site specific suggestions, for interested researchers, of sentencing reform topics worth researching in one or more states, along with instructions on how to obtain the necessary data and other materials to carry out that research.
- Begin to develop plans for collecting historical materials about repealed guidelines and other sentencing reform efforts or failed efforts in states that do not currently have guidelines in effect.

Deliverables: Collection of electronic and hard copy sentencing reform materials from additional states; additions of materials to the Repository web site; procedures to keep materials up to date, and to make non-electronic materials available; plans for more consistent state sentencing data; sentencing reform research suggestions added to the web site.

Years Three to Five, and future years

- Continue to update and expand the Repository's hardcopy and electronic materials.
- Develop, distribute, and tabulate results from one or more questionnaires, asking sentencing researchers and policy makers if they are familiar with the Repository, have used it, have found it helpful, and have any suggestions for improvement.
- Hold a national conference, hosted by the Robina Institute, to further publicize and promote the Repository; the conference would show sentencing researchers and policy makers how to make the best use of the Repository, and would solicit feedback and suggestions to help SLP make the Repository even more useful.
- Using the questionnaire results and conference feedback, make any needed changes in the Repository and its operating procedures.
- Based on issues of national importance at that time, as well as a comprehensive review of the materials in the Repository, develop single and/or multiple-state sentencing reform research projects of interest to Robina faculty; identify outside consultants and academic partners for those projects, and complete or begin work on them.
- Identify materials from non-guidelines states that may be useful to researchers wishing to compare sentencing practices and impacts with and without guidelines; develop and begin to implement plans to obtain those materials and add them to the Repository.

Deliverables: Additions of materials to the Repository and its web site; report on questionnaire results; national conference; sentencing reform research plans; preliminary and final reports on that research.

4. Building Partnerships with Parole Releasing States

Year One

- Build on existing contacts with sentencing commission states (those with sentencing commissions *and* parole releasing agencies); identify responsible agencies and engage a critical mass of states (10 to 15) interested in participating in pilot discussions
- Develop contacts with existing organizations (e.g., American Correctional Assn., National Institute of Corrections)
- Develop in-house research base—system overviews—on all 34 paroling jurisdictions in the U.S.
- Plan for Year Two conference

Deliverables: build infrastructure for new association of states with common issues and problems (those with parole release systems) on NASC model; preliminary report on basic structural features of all U.S. indeterminate jurisdictions

Year Two

- Host national meeting of parole releasing states to propose an ongoing Association of Paroling States on NASC model; Poll state representatives on legal and policy issues of greatest substantive interest; Propose one or more projects based on SLP research¹
- Publication/dissemination of priority reform subject matters

Deliverables: First national meeting and enactment of NASC model; identification of priority reform issues and states interested in participation in SLP projects; report on a national reform agenda for parole-releasing states

Years Three through Five

- Select one project and assemble team (consultant, academic partners, linkages to other reform organizations)
- Adapt implementation steps from earlier SLP projects
- Host or sponsor national meetings for several years to establish organizational cohesion of new Association & deepen SLP contacts (NASC model; possible affiliation with NASC)

Deliverables: Launch first topic-specific project with 3 to 5 participant states; produce reform proposals and assist in their implementation; reports on results; further seeding of NASC organizational model among paroling states and transition to a self-sustaining nonprofit model

Future years

Make in-house capability available to additional paroling states interested in SLP assistance; ongoing affiliation with new national organization of paroling jurisdictions

¹ One possible suggestion is the improved use of risk assessment technologies, and coordination of uses of risk assessment by sentencing judges and parole boards.

University of Minnesota Law School

The Binger Center for New Americans A Proposal to the Robina Foundation

April 30, 2013

Overview

The University of Minnesota Law School would like to partner with the Robina Foundation on a major new initiative that has the potential to help countless people in their quest to become legal residents or citizens of the United States. The Binger Center for New Americans would be an entirely new kind of law clinic: a collaboration among legal educators, immigration specialists, and practicing attorneys designed to improve immigration law and practice through a purposeful national litigation and outreach strategy. This proposal details the Center's principal goals for transformative change: (1) improving federal immigration law and policy through collaborative impact litigation, (2) expanding access to legal representation for refugees and immigrants in Minnesota, particularly those in immigration detention, (3) educating non-citizens about their legal rights, and (4) creating the nation's most dynamic and comprehensive immigration clinic for our students.

We are requesting \$4.5 million to launch the Binger Center. After a four-year pilot program to establish the center, the Law School will request an additional \$25 million to endow it. With the Robina Foundation's support, we can make a dramatic difference in the lives of untold numbers of individuals and families as they strive to become new Americans.

Barriers and Opportunities

The U.S. immigration system is cumbersome, expensive, inefficient, and onerous. The immigration courts are overburdened and dysfunctional. Many immigrants are detained under harsh conditions and then deported without ever seeing a lawyer. In the U.S., roughly 400,000 people are detained each year, with over 30,000 in detention on any given day. In Minnesota alone, up to 300 are in detention on any given day. Non-citizens who are unlawfully detained often face an expensive and complex federal legal process. For those who are poor, this challenge is usually beyond their means.

The Robina Foundation can help change this dismal picture, and now is an optimal time to do so. President Obama has made an overhaul of our broken immigration system the top priority for his second term, and it appears Congress will pass major legislation this year. Congress is expected to adopt a complex program that places millions of undocumented immigrants on a long and difficult pathway to becoming U.S. citizens, but it will also maintain or even expand the immense resources already dedicated to immigration enforcement and deportation.¹ Strategic impact litigation in the federal courts will be absolutely essential in order to secure the rights of millions of potential new Americans.

¹ The U.S. government now spends \$18 billion on immigration enforcement each year. This significantly exceeds the \$14.4 billion it spends on all other major law enforcement agencies—FBI, DEA, Secret Service, U.S. Marshals Service, and ATF—combined.

How the Binger Center for New Americans Can Help

By working with the area's leading non-profit legal services providers and law firms, the Binger Center can leverage the resources of each partner and expand the range, depth, and impact of the services each now provides on its own. In this way, the Binger Center will create a national model for provision of comprehensive and cohesive legal services to immigrant communities.

The center will also bring law faculty, pro bono attorneys and law students together in all stages and forms of immigration litigation, providing our students with a truly extraordinary educational experience while also expanding services to immigrants.

We envision two main components of the Binger Center:

- A comprehensive litigation program dedicated to strategic impact litigation
- A legal education and community outreach program

I. The Binger Center Impact Litigation Program

The Binger Center will run the nation's only comprehensive immigration litigation program, in partnership with Minnesota's leading non-profit immigration legal services providers--the Immigrant Law Center of Minnesota (ILCM), Advocates for Human Rights, and Mid-Minnesota Legal Aid—and with the pro bono programs of Minnesota's leading law firms—Faegre, Baker, Daniels; Robins, Kaplan, Miller & Ciresi; and Dorsey & Whitney.

We will create two new clinics to carry out this work – a Federal Litigation Clinic and a Detainee Rights Clinic. These new clinics (together with our existing Asylum Law clinic) will be able to draw on the resources of the Law School's 23 other clinics as needed to meet the needs of clients for advice on immigration-related problems in areas such as family law, consumer protection, criminal law, and tax. In this way, the Binger Center will combine depth and breadth in a genuinely transformative enterprise.

1. Federal Litigation Clinic

- **Improving immigration law through impact litigation.**

The Federal Litigation Clinic, in collaboration with our non-profit and law firm partners, will identify issues with the greatest potential for positive systemic change, identify the best case vehicles to pursue such change, and then litigate those cases at all levels, from the Board of Immigration Appeals all the way to the U.S. Supreme Court. Favorable appellate decisions can have nationwide impact benefitting hundreds, thousands, or, in the context of major immigration reform legislation, even millions of individuals.

Our proposal for the Binger Center includes bringing the Immigrant Law Center of Minnesota's pilot *pro bono* appellate litigation project in house, then dramatically expanding its capacity, more than tripling the number of federal appellate cases litigated from 6 to 18 or more each year. The letter in Appendix I describes some of ILCM's early appellate successes, which help illustrate the national impact a fully funded Binger Center can replicate and expand. One case, to

choose just one example, forced changes in the law to guarantee fair immigration court hearings to thousands of applicants for Temporary Protected Status, a crucial form of humanitarian relief from deportation.

The Federal Litigation Clinic will also systematically seek to improve government policies through U.S. District Court actions brought on behalf of individuals or classes of immigrants. District Court immigration litigation in Minnesota has been sporadic at best, but the Binger Center will have the capacity to triple the number of cases brought to achieve strategic policy priorities. Our law firm partners have important experience in this type of litigation. For example, Dorsey & Whitney helped lead successful nationwide class-action litigation on behalf of asylees who were denied permanent resident status or work permits, forcing the government to adopt immediate reforms that benefitted thousands of individuals.

- **Engaging federal agencies to improve immigration policies.**

The Binger Center will work directly with national and local immigration agencies to assist clients and achieve key policy objectives. Victory in federal court is often just the first step in a longer effort to obtain systemic change. Courts frequently leave important questions of immigration policy for federal agencies to sort out on remand or during settlement negotiations. We will also engage in advocacy to advance our priorities in non-adversarial ways that complement our litigation efforts. The Law School and our partners can convene roundtable meetings with local immigration officials to address implementation of reform legislation, seek needed changes in detention practices, or discuss other issues of concern before they escalate to the point of a lawsuit. At the national level, we will use our shared expertise to shape new regulations through the notice and comment process and secure favorable policies for non-citizens without resort to the courts. In the event of reform legislation, non-adversarial participation in rule making will be critical.

Our collaboration with the Advocates for Human Rights, ILCM, and Mid-Minnesota Legal Aid will give the Binger Center special weight when petitioning federal agencies for policy changes. As an example, in *Sandoval v. Holder*, ILCM successfully challenged the government's policy of subjecting children, regardless of their age, to a harsh statute that imposes life-time banishment upon anyone who makes a false claim of U.S. citizenship. The Eighth Circuit aptly described the statute as an "immigration death penalty" and remanded the case to the agency. After months of negotiations, the government agreed to abandon its flawed policy, a nationwide change that now prevents the application of this harsh statute to most non-citizen children under the age of 18.

- **Shaping the National Immigration Agenda**

By combining forces with key national immigrant rights organizations, such as the American Immigration Lawyers Association (AILA), the American Immigration Council (AIC), and the National Immigrant Justice Center (NIJC), the Binger Center will be uniquely positioned to help shape the national litigation agenda, including litigation in the U.S. Supreme Court. The Binger Center, in collaboration with its partners, will litigate pivotal immigration cases not only in Minnesota, but wherever they happen to be located. Ongoing engagement with our national allies will also magnify the Center's influence by drawing powerful amicus support to the cases

we litigate for our own clients, and, conversely, by giving us extraordinary opportunities to appear as *amicus curiae* in high profile immigration cases brought by others. The attached letter from AILA's national leadership confirms the important role the Binger Center would play on the national stage (Appendix II).

2. Detainee Rights Clinic

Minnesota's immigrant communities remain among the most underserved populations in the state, even though immigrants are vital to the state's future growth and prosperity (Appendix III). For countless refugees and undocumented immigrant families, access to legal services can mean the difference between great hardship or even death in their country of origin and an opportunity to live productive and full lives as new Americans. Yet, even as the need for legal services has burgeoned, funding for such services has been slashed. In 1996, Congress barred legal aid organizations funded by the Legal Services Corporation from using these funds to represent undocumented immigrants. This shifted much of the burden to organizations such as the Immigrant Law Center of Minnesota. Since the economic downturn of 2008, non-profit legal services providers across the country have endured even deeper cuts to their funding, from both private and public sources. Mid-Minnesota Legal Aid, for example, has lost 20% of its staff since 2009 due to cuts. In short, there is a profound need for legal services in this area, and it is one that will grow even larger with the passage of major immigration reform legislation.

The gap in legal representation is most damaging to those in immigration detention. Locally, and nationally, the federal government's massive commitment to enforcement overburdens already dysfunctional immigration courts and, even if Congress adopts immigration reform legislation, there will be a persistent need for representation among detained noncitizens. A coordinated and fully resourced response is long overdue. The Binger Center's Detainee Rights Clinic will oversee an unprecedented expansion of legal services to detained non-citizens, including asylum seekers, many of whom have meritorious cases and families in Minnesota, but so few of whom can now access meaningful representation to vindicate their rights. The Center's collaborative approach will allow us to provide early intervention and expanded representation to alleviate the hardships of detention and permit individuals with meritorious claims a realistic opportunity to succeed. We will screen large numbers of detainees for possible meritorious claims, represent at least 50 detainees in bond hearings each year (only a handful receive representation now), and at least triple representation in merits hearings (from the current level of 20-30 cases per year).

The relief we can provide to immigrant families that would otherwise be broken by deportation will be an incredible achievement in itself. In addition, the Center's Federal Litigation Clinic will also have the ability to press for systemic changes to national detention policies through litigation and non-adversarial forms of advocacy.

II. The Binger Center Education and Outreach Program

Although Minnesota's existing legal services providers offer a range of education programs designed to inform immigrants of their rights and assist attorneys who may volunteer time, basic

education on immigration law and related issues remains a critical need. That need will grow exponentially if, as expected, Congress adopts major immigration reform legislation this year.

Immigration law is notoriously complex and noncitizens face cultural, linguistic, and economic barriers that keep them from accessing reliable information about their rights. The Law School is ideally positioned to augment what is already available in this area through student volunteers and outreach resources available elsewhere in the University. University of Minnesota Law School students already provide thousands of hours of pro bono legal services to the community every year. With training from the Binger Center, law students could be deployed to community centers, schools, and other locations in Minnesota's immigrant communities to offer "know your rights" programs and intake services. By partnering with volunteer attorneys, perhaps recently retired partners looking for pro bono opportunities, the Law School can also offer "quick clinics" and other forms of high-impact, low cost legal advice.

The Binger Center will also develop innovative education programs to increase lawyer pro bono activity. We will host major continuing legal education programs to train volunteers in federal and detention litigation, publish comprehensive practice manuals and practice advisories, and provide technical assistance to volunteer lawyers to facilitate their pro bono service.

Finally, as we develop our education and outreach program, the Binger Center will identify resources elsewhere in the University and the community that might benefit Binger Center clients and immigrant communities and use those resources to enhance the impact of the Center's work.

III. A Lasting Legacy In Clinical Legal Education

Funding this proposal will transform our students' legal educations, and, in many cases, their lives. As mentioned above, no other law school offers a comprehensive clinic within a single substantive area that brings an entire community of advocates together in cutting-edge impact litigation, intensive direct representation, and community outreach. This combination will make the Binger Center among the most innovative, ambitious and prominent clinical programs in the country. In an era of declining law school applications and increased emphasis on experiential learning, the Binger Center will serve as a model for the next generation high-impact law clinic and enrich the Law School's curriculum substantially.

Currently, the Law School has one of the largest and most comprehensive clinical programs in the country. Yet, it still must turn away dozens of student applicants every year for lack of capacity. The Binger Center will close this gap by providing students the unique opportunity to engage in some of the most challenging and potentially path-breaking clinical work available anywhere. The Binger Center will also give students the unique opportunity to work with Law School faculty and attorneys from our law firm and public interest partners, forming relationships that will be critical to their professional futures.

Proposal to the Robina Foundation

With the Robina Foundation's help, we propose to establish the Binger Center for New Americans in two steps.

Step 1: Launch the center with \$4.5 million for a four-year pilot program.

- Collaborate with top non-profits and area law firms to design key program initiatives.
- Meet goals for the types and number of cases handled and individuals served, as described in the accompanying document on benchmarks.
- Use litigation to establish system-changing legal precedents.
- Place students with partner organizations to expand the capacity for handling pro bono cases, with a goal of providing outstanding experiential learning opportunities to students.
- Establish new programs for educating immigrants about their legal rights.

The attached budget specifies how the requested funds would be applied during the four-year pilot period.

Step 2: Endow the center with \$25 million to fully realize its long-term potential.

If the pilot project meets or exceeds its goals, we would ask the Robina Foundation to endow the Center to enable it to continue and expand its work.

A fully realized Binger Center would include:

- The Detainee Rights and Federal Litigation clinics described above.
- The asylum law clinic already operated by the Law School.
- The Education and Outreach Program described above.
- An Executive Director to oversee the Center's operations and to facilitate an expansion in the number of partner institutions (law firms and non-profits) to increase the reach and impact of the Binger Center.

We anticipate that the annual operating costs of a fully realized Binger Center would be approximately \$1.1 million. An endowment sufficient to cover those costs would be approximately \$25 million.

Conclusion

A fully realized Binger Center will help families remain together or reunite, shield individuals from deportation to countries where they will face violent persecution, and reshape the U.S. immigration system in ways that mitigate some of its harshest aspects. More broadly, the Binger Center will offer countless prospective new Americans basic legal protections in their quest for citizenship and a new life. And it will do this through a unique collaborative structure that will leverage the resources of the partners, establish a new national model, and inspire generations of law students to pursue public service. We think this is a fitting way to honor Jim Binger and for the Foundation to leave a lasting legacy at the Law School.

John Keller, Esq.
Executive Director

Lenore Millibergity, Esq.
Senior Attorney

Sheila Stuhlman, Esq.
Senior Attorney

San Jorgensen Flores, Esq.
Staff Attorney

Kathleen Klos, Esq.
Staff Attorney

Ana Lisa Peña, Esq.
Staff Attorney

Laueh Roland
Legal Assistant

Jessica Grady
Intake Specialist

Micaela Schuneman, Esq.
Staff Attorney

Gail Martinson
Legal Assistant



Immigrant Law Center of Minnesota

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Isbely McKeen
Legal Assistant

Calleigh McRaith
Special Project Attorney

January 25, 2013

Dean David Wippman—
University of Minnesota Law School
381 Mondale Hall
19th Ave. South
Minneapolis, MN 55455

Dear Dean Wippman

Thank you again for the opportunity to supplement my earlier letter in support of the proposal for a Binger Center for New Americans at the University of Minnesota Law School. The purpose of this letter is to provide some additional detail about why I believe the Binger Center can play an important national role in improving immigration law.

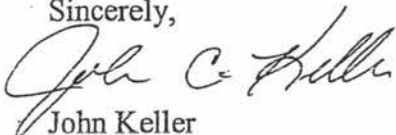
I am confident the Binger Center Impact Litigation Program would have transformative influence at the national level. My confidence is based on the significant impact ILCM has been able to achieve in just four short years through our own *pro bono* litigation project. Our successes have been impressive, especially considering we launched at the height of an economic recession when funding for all non-profits became increasingly scarce. With only a portion of the resources needed to staff this program, we forged ahead because we know the work is essential to the immigrant and refugee communities ILCM serves. The sacrifices made have been well worth it, and we have built an outstanding pilot project that proves the effectiveness of a collaborative approach to strategic immigration litigation. Giving this project a permanent home at the Binger Center will unleash its full potential, and when all of our community's resources are brought together through the Center, I have no doubt the law school will stand out as a national leader for immigration justice.

Now is the right time to create the Binger Center. Congress is poised to pass historic immigration legislation this year. The new law is expected to create a potentially complicated pathway to citizenship that could benefit many thousands of immigrant families in Minnesota alone. The political exchange for the humanitarian provisions will be strict enforcement policies that preserve the Department of Homeland Security's huge

capacity to detain and deport. Impact litigation in the federal courts will be even more important if Congress passes a new immigration law—both to defend the humanitarian reforms against restrictive implementation, and to protect the rights of the thousands of immigrants in Minnesota who will continue to face detention and deportation every year.

Attached are summaries of our work in just a few key areas to provide a sense of our policy priorities, our national reach, and the dynamic model a fully funded Binger Center can build upon. As you know, our work begins but does not end in the courtroom. We often pursue other forms of advocacy to shape immigration policy in favor of our clients. ILCM is truly excited to partner with the law school and our other community allies to make the Binger Center a reality.

Sincerely,

A handwritten signature in cursive script, appearing to read "John C. Keller".

John Keller
Executive Director

Summaries of select ILCM *Pro Bono* Litigation Project cases

(for descriptions of additional cases please visit [our website](#))

Securing the rights of immigrant children: *Sandoval v. Holder*

Immigrant children have traditionally enjoyed special, more lenient treatment under U.S. deportation laws. In *Sandoval v. Holder*, 641 F.3d 982 (8th Cir. 2011), ILCM and *pro bono* co-counsel Robins, Kaplan, Miller & Ciresi, L.L.P., successfully challenged the government's policy of subjecting children to a harsh statute that permanently banishes from the United States any immigrant who has made a false claim of U.S. citizenship. The Eighth Circuit ruled in our favor and remanded the case to the Board of Immigration Appeals, requiring the agency to consider our argument that Congress could not have intended this draconian immigration penalty designed for adults to also apply to vulnerable children like our client. On remand, the Department of Homeland Security (DHS) agreed to withdraw the false citizenship claim charge, and our was allowed to remain permanently in the United States with her family.

Our work on this issue continues. The Eighth Circuit's decision prompted DHS to reevaluate its national policy regarding children and false claims of U.S. citizenship. In early 2012, the American Immigration Lawyers Association and key Senate staff members asked ILCM's litigation director to help advise DHS in formulating a new national policy that now protects most children under age 18 from the reach of the statute. This change benefits hundreds if not thousands of children nationwide. Even more recently, our litigation director has helped congressional staffers draft proposed legislation that would amend the statute and categorically exclude all children under 18 from this harsh penalty. We will continue to be involved in the effort to fix this law as Congress considers immigration reforms in 2013.

Guaranteeing fair hearings in immigration court: *Salguero-Fuentes v. Holder*

Temporary Protected Status (TPS) is an important form of humanitarian relief from deportation that is available to nationals of designated countries destabilized by civil strife or natural disaster, such as Syria, Somalia, Honduras, El Salvador, and Haiti. There are hundreds of thousands of TPS eligible immigrants in the United States today. Despite a statute providing that these individuals have an unqualified right to apply for TPS in deportation proceedings, many immigration judges used to ignore the statute and deny TPS hearings to qualified individuals based on a misreading of poorly drafted regulations. ILCM challenged this practice in *Salguero Fuentes v. Holder*, 516 F.3d 399 (8th Cir. 2009). The Eighth Circuit remanded the case and demanded that the Board of Immigration Appeals (BIA) issue an expedited decision addressing our statutory argument. This forced the BIA to issue a precedential decision less than three weeks later, fully vindicating our position and applying it nationwide to the benefit of thousands of TPS applicants in deportation proceedings. See *Matter of Lopez-Aldana*, 25 I&N Dec. 49 (BIA 2009).

Cutting-edge asylum litigation on behalf of children and women

ILCM is at the center of national efforts to reform U.S. asylum law and extend its protections to both (1) children who face persecution for refusing recruitment into powerful Central American gangs, and (2) women who suffer violent persecution because of their gender. To qualify for asylum, an applicant must prove that she is in danger of persecution, but also that the persecution will be inflicted because she possesses one of five protected characteristics: race, religion, nationality, political opinion, or membership in a "particular social group." ILCM and our allies are litigating for a humane interpretation of the "particular social group" category. If successful, we will secure asylum protection not only for our own clients, but for several thousand similarly situated children and women nationwide.

- **children fleeing gang persecution**

ILCM represents three Salvadoran siblings who were threatened with death after refusing recruitment into the infamous Central American gang, the MS-13. The Board of Immigration Appeals (BIA) denied our clients asylum in the landmark precedent, *Matter of S-E-G*, 24 I&N Dec 579 (BIA 2008). *S-E-G* is one of the most significant asylum decisions of the past two decades, and it has been widely criticized for violating the internationally accepted legal standard for defining "particular social groups." ILCM enlisted *pro bono* co-counsel, appealed to the Eighth Circuit, and also sought the intervention of the U.S. Attorney General. In 2009, the case attracted even more national attention when the government arrested our young clients and forced us to seek an emergency stay of deportation from the U.S. Supreme Court. This prompted then Solicitor General Elena Kagan to step in, the government soon agreed to reopen the case, and our clients were allowed to remain in the United States. Despite the reopening, however, *S-E-G* still stands as national precedent that the government has used to deny asylum to thousands of young gang victims.

In the aftermath of *S-E-G*, ILCM's litigation director was invited to join the *amicus curiae* committee of the American Immigration Lawyer's Association (AILA), and through this position he is now chair of a national Asylum Litigation Working Group comprised of leading asylum advocates and scholars. This has given ILCM an unprecedented opportunity to shape the national litigation strategy to overturn *S-E-G*. The effort is still ongoing. ILCM serves as a clearinghouse for information about gang-asylum litigation and we provide technical assistance to attorneys from across the country. ILCM also engages in direct litigation on behalf of gang victims at all levels, including the U.S. Supreme Court.

- **gender based asylum litigation**

ILCM, along with *pro bono* counsel from Robins, Kaplan, Miller & Ciresi, L.L.P., is also fighting to win asylum for victims of gender-based violence. In the tragic case of *C-R-P v. Holder*, our client was gang-raped in Guatemala, became pregnant, and then gave birth as a result of the brutal sexual assault, yet the Board of Immigration Appeals (BIA) found her ineligible for asylum. The BIA rejected our argument that pervasive gender-based violence in Guatemala justifies recognition of all Guatemalan women as a single "particular social

group." After extensive litigation before the Eighth Circuit the Department of Justice agreed that *C-R-P*'s case should be remanded back to the BIA for more careful consideration of our argument that gender alone can define a valid "particular social group." We believe the BIA may be poised to publish a national precedent in this case, and a positive ruling could make asylum available for the first time to thousands of women from countries that do not protect victims of gender violence. Because of the broad potential impact of this case, we recruited the National Immigrant Justice Center and the Center for Gender and Refugee Studies (Hastings College of Law) to submit *amicus curiae* briefs to the BIA in support of our client.



AILA National Office
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Washington, DC 20005

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www.aila.org

January 22, 2013

David Wippman, Dean
University of Minnesota Law School
381 Mondale Hall
229-19th Ave. South
Minneapolis, MN 55455

Dear Dean Wippman:

As leaders of the American Immigration Lawyers Association (AILA), we want to convey our whole-hearted support for your plan to establish a Binger Center for New Americans at the University of Minnesota Law School. We appreciated the chance to see your proposal and we are happy to share our views about the potential impact of the litigation clinic you envision.

AILA is a national association of more than 12,000 attorneys and law professors who practice and teach immigration law. Founded in 1946, AILA is a nonpartisan, not-for-profit organization that provides continuing legal education, information, professional services, and expertise through its 38 chapters and over 50 national committees. AILA seeks to advance the administration of law pertaining to immigration, nationality and naturalization; to cultivate the jurisprudence of the immigration laws; and to facilitate the administration of justice and elevate the standard of integrity, honor and courtesy of those appearing in a representative capacity in immigration and naturalization matters. AILA's members practice regularly before federal agencies, as well as the federal courts.

Having reviewed your proposal, and being well acquainted with the work of your non-profit partners, we agree the federal litigation clinic stands to make a significant, very positive national impact. The plan has several strengths.

First, your proposal is timely. Congress is likely to adopt far-reaching changes to our immigration system before the end of this year. There is growing support for legislation that would include a roadmap to citizenship for several million New Americans, but at the same time it is probable that any new law will also contain provisions guaranteeing intensive immigration enforcement for years to come. We know from long experience that enactment is just the beginning of the story. The ultimate benefits that reform legislation can deliver to non-citizens will remain uncertain, as will the degree of harm that enforcement provisions may inflict. The real human consequences of any law will depend to a great extent upon our ability to effectively litigate for the rights of immigrants in federal courts as it is implemented. Your clinic would be an invaluable ally in this national effort.

Second, the core idea of bringing the law school, non-profits, and your three largest law firms into a formal partnership is innovative and smart. Acting together as a unified community of immigrant advocates will allow you to pursue important litigation priorities over time. Several law schools have immigration clinics that do engage in federal court litigation, but this is generally on a more limited, case-by-case basis, not as part of a systematic program to achieve prioritized policy goals. What you are attempting is far more comprehensive in scope and therefore should be much more impactful. A similar clinic would be difficult to reproduce in larger metropolitan areas where there are often too many entities engaged in immigration litigation to bring around a single table. In Minnesota, however, it does seem realistic for all the key players to act together with focus, and this should magnify the impact of your work, both locally and at the national level.

Third, and relatedly, we are excited by your proposal because there is pressing need for more coordinated litigation within the Eighth Circuit, which, unfortunately, is now one of the least friendly circuits for immigrants in the country. In terms of size, the Eighth Circuit's immigration caseload has historically been significant, yet much smaller than the vast immigration dockets of other circuits like the Ninth (California/Arizona), Second (New York), or Fifth (Texas). Because of this, we think your clinic would be in a unique position to influence the law of the circuit where it is located. No law school program could hope to meaningfully track all of the immigration cases brought in the Ninth Circuit, for example, but we do think the collaborative approach you are taking would give your clinic the scale needed to monitor all immigration appeals as they arise in the Eighth Circuit. We think this would position you to have significant impact, and to litigate effectively during the implementation of anticipated immigration legislation.

Finally, as noted, we are very familiar with the outstanding work of your partners, including the Advocates for Human Rights, Mid-Minnesota Legal Assistance, and the Immigrant Law Center of Minnesota (ILCM). Attorneys from all three organizations are active AILA members. With respect to federal litigation, ILCM's litigation director, Ben Casper, is the Eighth Circuit representative to AILA's *amicus curiae* committee and he serves as the committee's point person for national asylum issues. ILCM's work in the Eighth Circuit and other federal courts, as well as its leadership within AILA on litigation matters, should provide a strong foundation for the clinic. We do hope to see the impact

of this work multiplied with the resources you are seeking, and to collaborate with your clinic in the coming years.

Sincerely,

A handwritten signature in black ink, featuring a stylized, overlapping 'L' and 'A' followed by a long horizontal stroke.

Laura Lichter, AILA President

A handwritten signature in black ink, written in a cursive style, appearing to read 'Crystal Williams'.

Crystal Williams, AILA Executive Director

Immigrants become key to state growth and prosperity

Article by: DAVID PETERSON

Star Tribune

December 6, 2012 - 11:22 PM

Each morning at sunrise, Edinah passes through Edina on her way to work.

The Burnsville resident couldn't have imagined back in Kenya that a town that almost shares her name would become a daily sight - or that her buddy Doris, whom she knew back in Africa, would be working next door. But it's an apt illustration of a state undergoing a subtle but profound shift in its relationship with its growing immigrant population.

With more native-born residents leaving the state, Minnesota's growth and prosperity depend increasingly upon its unusually strong flow of foreigners, according to a series of new analyses and data, the most recent of which arrived on Thursday.

As North Dakota and South Dakota experience jumps in population, Minnesota's once enviable position as a population magnet among Frost Belt states is fading. But in immigration, it towers over the rest of the Upper Midwest, with almost as many foreigners arriving as all the neighboring states combined.

A. facts to emerge this week:

- In the first part of this decade, the state lost an average of 4,037 people each year to migration, but gained an average of 5,940 international migrants each year.
- Sixty-five of Minnesota's 87 counties are losing residents to other places, including such once robust but now aging population growth centers as Dakota and Anoka counties. Almost all of the counties are getting some new blood through immigration, though that is fully offsetting losses in only three of those counties.
- In the Twin Cities, immigrants are flowing to many more places. Minneapolis is flat-lining, and being equaled or surpassed by more and more suburbs -- including, for the first time, big middle- and upper-income suburbs in the second and third rings such as Eden Prairie and Shakopee.

Minneapolis went from having the highest concentration of immigrants of any city of any size in the metro area in 2000, at about 15 percent, to being trailed by several in this week's data, which covers a five-year period ending in 2011: Brooklyn Center, Brooklyn Park, Columbia Heights, St. Paul, Hopkins, Eden Prairie and Shakopee. Eden Prairie jumped from 9 percent immigrant to 16 percent, Shakopee from 5 to 16 percent, while Minneapolis edged from 14.5 to 15.7 percent.

Edinah Ogembo, five months pregnant in Burnsville, and Doris Momanyi, with a daughter in Hopkins, are part of a massive substitution in suburban school systems. Tens of thousands of native-born suburban Minnesotans have aged out of the K-12 system and immigrant children have taken their place, the state's latest figures show.

A Metropolitan Council analysis of migration trends says we are in the midst of a 50-year period -- from 1990 to 2040 -- in which the seven-county metro area will lose to other parts of the state and nation about 360,000 people through retirement, departures for college and other factors.

During those same years, they reckon, we'll gain almost 750,000 immigrants.

What demographers call "natural" population growth -- more births than deaths -- is expected to add more than 1 million



Edinah Ogembo, right, who came to the United States from Kenya and has lived in the Twin Cities five years, drives through Edina to her job as an aide at Legacy Care Home in Minnetonka. Here she helped resident Ada Anderson to her room.

David Joles, Star Tribune



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Minneapolis, MN 55407
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Admitted to practice: Minnesota Supreme Court; U.S. District Court, Minnesota; U.S. Courts of Appeal for the Seventh, Eighth and Ninth Circuits; U.S. Supreme Court

EDUCATION **University of Minnesota Law School, Minneapolis, MN**
 J.D., *cum laude*, 1997

Carleton College, Northfield, MN
 B.A., *magna cum laude*, Philosophy, 1990

**PROFESSIONAL
 ACTIVITIES**

Immigrant Law Center of Minnesota, St. Paul, MN
Director, Pro Bono Litigation Project, October 2008 - present
 Founder and contract director of project pursuing impact litigation before Board of Immigration Appeals, U.S. Court of Appeals for the Eighth Circuit, and other federal courts. Provide direct appellate representation to ILCM clients; train, mentor and provide technical assistance to *pro bono* volunteer lawyers from area law firms.

American Immigration Lawyers Association (AILA)
Member, 1999 – present
Amicus Curiae Committee, Eighth Circuit representative, 2011 – present
Asylum Litigation Working Group, Founder and chair, 2012 - present
 Frequent lecturer at AILA continuing legal education events. As appointee to amicus committee, help set AILA's national litigation priorities and prepare AILA amicus briefs to the Board of Immigration Appeals, circuit courts of appeal, and the U.S. Supreme Court. In 2012, established special Asylum Litigation Working Group to coordinate litigation strategy among key national asylum advocates including the United Nations High Commissioner for Refugees, the National Immigrant Justice Center, Harvard Law School, and the Center for Gender and Refugee Studies (Hastings College of Law).

National Immigration Project of the National Lawyers Guild
Member, 2001 - present

University of Minnesota Law School, Minneapolis, MN
Supervising attorney, 2012 - 2013
Adjunct Professor of Clinical Instruction, 1999 – 2004
 Instructed law students in asylum law and procedure. Supervised students in the representation of asylum applicants before the Department of Homeland Security, Immigration Courts, the Board of Immigration Appeals, and U.S. Court of Appeals for the Eighth Circuit. In 2013, supervised first student from a Minnesota law school to present oral argument in immigration case before the Eighth Circuit Court in *Goromou v. Holder*, No. 12 -2525 / 3612.

Saint Thomas University School of Law, Minneapolis, MN

Adjunct Clinical Professor of Law, 2012 - 2013

Instructed law students in asylum law and federal appellate procedure. Supervised students in the representation of asylum applicants before the U.S. Court of Appeals for the Eighth Circuit, as well as *amicus curiae* the American Immigration Lawyers Association in an asylum appeal before the Fourth Circuit.

William Mitchell College of Law, St. Paul, MN

Adjunct Clinical Professor, 1999

Instructed and supervised law students representing clients in asylum cases and a variety of other immigration matters.

Centro Legal, Inc., St. Paul, MN

Attorney, June 1997 – June 2000

Immigration attorney for non-profit community law office serving Spanish-speaking clients. Practice focus on deportation defense. Responsible for community education projects. Advised public defenders from across Minnesota regarding immigration consequences of criminal convictions for non-citizens.

Asylum Law Project

University of Minnesota Law School / Harlingen, TX

Supervising Attorney, 1999 - 2001

Trained first-year law students to provide pro-bono legal representation to detained asylum seekers. Supervised law students in south Texas representing clients in detained immigration court.

Immigration Task Force of Minnesota

St. Paul, Minnesota

Steering Committee Member, 1998 - 2000

Steering committee member / co-chair of state-wide coalition of religious, social service, and community advocates for immigrants' rights.

Legal Assistance to the Disadvantaged Committee

Minnesota State Bar Association, Minneapolis, MN

Member, 1995-1998

Collaborated with law professors, state bar officials, legal services providers, and the Minnesota Justice Foundation to draft a model policy for student public service at Minnesota's law schools.

AWARDS

Immigrant Law Center of Minnesota

2007 Karen F. Ellingson Volunteer Legal Services Award

For work on behalf of the clients of the Immigrant Law Center of Minnesota

Minnesota Advocates for Human Rights

2001 Volunteer Award recipient, University of Minnesota Law School Immigration Clinic. For educating law students to provide high-quality legal representation to asylum seekers.

Centro Legal, Inc.
2000 immigrant service award winner

Minnesota State Bar Association, Legal Assistance to the Disadvantaged Committee

1997 Exceptional Service Award. For drafting the Minnesota State Bar Association's model policy for law student public service, and implementing the University of Minnesota Law School Public Service Program.

LANGUAGES Fluent in Spanish

RECENT PRESENTATIONS AND PUBLICATIONS

- 2013 American Immigration Lawyers Association
 Annual Conference, San Francisco, CA (June 2013)
 Author: *Gang and Witness-based Asylum Claims* (forthcoming)
 Panelist: *Particular Social Groups*
 (with Deborah Anker, Harvard Refugee and Immigration Clinic,
 and Karen Musalo, UC Hastings College of Law)
- 2013 Minnesota State Bar Association
 Immigration Section CLE program, Minneapolis, MN
 Panelist: *Impact Immigration Litigation*
 (with Bruce Nestor, DeLeon & Nestor, and Kate Evans)
- 2012 Immigrant Law Center of Minnesota
 CLE program, Minneapolis, MN
 Panelist: *Eighth Circuit and Supreme Court Immigration Litigation*
 (with Kate Evans)
- 2012 American Immigration Lawyers Association
 Minnesota/Dakotas Chapter CLE program, St. Paul, MN
 Panelist: *Membership in a Particular Social Group*
 (with Kate Evans)
- 2012 American Immigration Lawyers Association
 Annual Conference, Nashville, TN
 Author: *"Particular social group" litigation in the wake of S-E-G-*
- 2012 American Immigration Lawyers Association / Advocates for Human Rights
 Upper Midwest Annual Conference, Minneapolis, MN
 Panelist: *Setting the Table for Appeal*
 (with Holly Cooper, UC Davis School of Law)
- 2011 American Immigration Lawyers Association
 National Web-CLE program
 Panelist: *Temporary Protected Status and DED: What You Need to Know*
 (with Edward Neufville and Linda Osberg-Braun)

- 2011 American Immigration Lawyers Association
Southwest Annual Conference, Nashville, TN
Presenter: *Advanced Asylum*
- 2011 American Immigration Lawyers Association
Federal Court Litigation CLE, Atlanta, GA
Panelist: *Jurisdictional Bars under INA § 242*
(with Mary Kenney, American Immigration Council, and Maria Baldini-Potermín)
- 2011 American Immigration Lawyers Association / The Advocates for Human Rights
Upper Midwest Annual Conference, Minneapolis, MN
Panelist: *Current Litigation Issues: BIA, Eighth Circuit, U.S. Supreme Court*
(with Maria Baldini-Potermín and Elizabeth Holmes)
Panelist: *Shifting Definitions in Asylum Law*
(with Virgil Wiebe, St. Thomas University School of Law, and Emily Good, The Advocates for Human Rights)
- 2010 Immigrant Law Center of Minnesota
Eighth Circuit Immigration Practice CLE, Federal Courthouse, St. Paul, MN
Host / author: *Eighth Circuit Immigration Practice Manual*
Participants: Judge Diana Murphy; Maureen Watz Gornik, Deputy-In-Charge
- 2010 American Immigration Lawyers Association
Annual Conference, Washington, D.C.
Panelist /lead author: *The ~~Evolution~~ Convolution of Particular Social Group Law*
Panelist/ co-author: *Living with S-E-G-*
(with Regina Germain, University of Denver Sturm College of Law, and Ilana Greenstein)
- 2010 American Immigration Lawyers Association
National Web-CLE program
Panelist: *Gang-Based Asylum Applications*
(with Thomas Boerman)
- 2010 American Immigration Lawyers Association / Advocates for Human Rights
Upper Midwest Annual Conference, Bloomington, MN
Panelist: *Advanced Asylum Topics*
(with Virgil Wiebe and Sarah Solz Brenes, St. Thomas University School of Law)
Panelist: *Litigation Updates: Stays of Removal*
(with David Leopold, AILA president, and Matthew Ralph, Dorsey & Whitney)
- 2009 Immigrant Law Center of Minnesota
Eighth Circuit Immigration Practice CLE, Federal Courthouse, St. Paul, MN
Host / author: *Eighth Circuit Immigration Practice Manual*
Participants: Maureen Watz Gornik, Deputy-in-Charge; Sally Silk, Robins, Kaplan, Miller & Ciresi; Richard Evans, U.S. Dept. of Justice

- 2009 American Immigration Lawyers Association / Advocates for Human Rights
Upper Midwest Annual Conference, Bloomington, MN
Moderator/panelist: *BIA and Federal Court Updates*
(discussion leader with current Board of Immigration Appeals member
Anne Greer and former BIA member Lory Rosenberg)

REPRESENTATIVE CASES

Sandoval v. Holder, 641 F.3d 982 (8th Cir. 2011)

On behalf of the Immigrant Law Center of Minnesota, and together with *pro bono* co-counsel from the law firm Robins, Kaplan, Miller & Ciresi, L.L.P., led challenge to the Board of Immigration Appeal's position that unaccompanied alien children are subject to life-time banishment from the United States under 8 U.S.C. §1182(a)(6)(C)(ii) if they make a false claim of U.S. citizenship. The Eighth Circuit granted the appeal and sent the case back to the BIA, instructing the agency to explain why the harshest immigration penalty applicable to adults would also apply to children. Subsequent negotiations led to new government policy prohibiting application of this statute to most children under 18.

Salguero Fuentes, et al. v. Holder, 516 F.3d 399 (8th Cir. 2009)

On behalf of the Immigrant Law Center of Minnesota, led successful appeal by Salvadoran immigrants asserting their statutory right to apply for Temporary Protected Status (TPS) in immigration court. The Eighth Circuit remanded and ordered the BIA to expedite a decision reconsidering the statutory claim, which less than three weeks later forced the agency to publish a precedent, *Matter of Lopez-Aldana*, 25 I. & N. Dec. 49 (B.I.A. 2009), that fully vindicated Salguero Fuente's interpretation of the statute and now provides unrestricted immigration court review for all TPS applicants nationwide.

Negusie v. Holder, 129 S. Ct. 1159 (2009)

Counsel of record for *amicus curiae* The Advocates For Human Rights. With *pro bono* co-counsel from the law firm Robins, Kaplan, Miller & Ciresi, L.L.P., authored amicus brief to the United States Supreme Court in support of an Ethiopian asylum applicant, urging the court to reject the BIA's restrictive interpretation of the asylum "persecutor bar" at 8 U.S.C. §1101(a)(42).

Cuadra v. Gonzales, 417 F.3d 947 (8th Cir. 2005)

Won appeal on behalf of a Salvadoran immigrant who the BIA had declared ineligible to apply for relief under the Nicaraguan and Cuban Adjustment and Central American Relief Act of 1998 (NACARA). The Eighth Circuit held the BIA violated the plain meaning of the controlling statute and regulations in a decision expanding eligibility to apply for humanitarian NACARA relief.

Reyes-Vasquez v. Ashcroft, 395 F.3d 903 (8th Cir. 2005)

Counsel of record in successful appeal challenging the government's narrow test for measuring "continuous physical presence" under the cancellation of removal statute 8 U.S.C. §1229b(b). Established more liberal eligibility standards for this form of humanitarian relief from deportation within the Eighth Circuit.

Hernandez v. Reno, 258 F.3d 806 (8th Cir. 2001)

Litigated challenge to the BIA's standard for determining whether an asylum applicant can be denied asylum relief as an individual who has "assisted or otherwise participated in the persecution of any person" under 8 U.S.C. §1101(a)(42). The Eighth Circuit remanded, agreeing that the BIA's strict liability rule failed to properly assess individual culpability for acts of persecution, as it did not consider the motives or voluntariness of Hernandez's conduct.

Holiday Inn Express litigation (2000)

Lead immigration counsel for 8 undocumented Mexican immigrants arrested by INS immediately after organizing a union at the Minneapolis hotel where they were employed as housekeepers. After the hotel entered a landmark settlement with EEOC and paid the workers \$72,000, negotiated an unprecedented settlement with INS granting 7 of the workers the right to remain in the United States with deferred action status and employment authorization in light of the government's interference with their unionizing activities.

The Binger Center for New Americans Benchmarks

The Binger Center for New Americans will be the nation's premier comprehensive immigration law clinic. It will drive systemic improvements to the country's immigration laws, engage law students in public service to immigrant and refugee communities, expand desperately needed access to legal representation for detained immigrants, and educate noncitizens about their legal rights.

The Binger Center will house a unique clinical law firm composed of three interrelated immigration clinics: a new Federal Litigation Clinic, a new Detainee Rights Clinic, and our existing Asylum Law Clinic. In addition, we will launch a new policy program aimed at education and outreach to local immigrant communities as well as the legal community. We expect it will take 12 months to staff, organize, and bring to full capacity the new clinics and outreach program.

The accompanying chart sets out benchmarks to measure the Center's progress. This memorandum provides the context that supports the proposed benchmarks.

I. Federal Litigation Clinic

The principal goals of the federal litigation clinic are to 1) improve the U.S. immigration system through impact litigation and 2) offer students inspirational experiential learning opportunities. We suggest that progress toward these goals be evaluated using a combination of numerical and qualitative benchmarks.

GOAL ONE: Improve the U.S. immigration system through impact litigation

Benchmark One (near term): Initiation of cases with the potential for significant positive change to existing law, administrative regulations, or policies

Benchmark One (long term): Favorable outcomes leading to positive changes in existing law, regulations, or policies

To maximize its impact on existing immigration law and policy, the Federal Litigation Clinic will focus its resources on cases with the greatest potential for broad, positive change for refugee and immigrant communities. Binger Center faculty and advisory committee members will identify issues that most warrant litigation, screen potential cases for the best vehicles to pursue those priorities, and then initiate legal proceedings accordingly. The following are examples of litigation priorities the clinic could pursue:

- Expanding asylum protection for victims of persecution. Federal immigration agencies have denied asylum to thousands of victims of persecution by adopting an unreasonably restrictive interpretation of the "refugee" definition at 8 U.S.C. § 1101(a)(42). The Federal Litigation Clinic will bring cases that can yield judicial precedents extending protection to vulnerable asylum seekers, such as persons fleeing brutal Central American gangs or gender-based violence.
- Challenging improper detention practices. Each day the Department of Homeland Security (DHS) incarcerates tens of thousands of noncitizens under various detention

statutes, including one that mandates detention without bond for certain persons in deportation proceedings. 8 U.S.C. § 1226(c). Unfortunately, the government often oversteps its authority. With cases drawn from the Detainee Rights Clinic and other sources, the Federal Litigation Clinic will fight to end abusive detention practices.

- Protecting the rights of noncitizens in removal proceedings. In recent years, the BIA and the Attorney General have issued controversial precedents that allow DHS to deport thousands of noncitizens, including many long-term residents with deep family ties in this country. One decision abruptly overturned decades of immigration law limiting deportation for “crimes involving moral turpitude.” *Matter of Silva-Trevino*, 24 I&N Dec. 687 (AG 2008). A number of federal courts reject *Silva-Trevino*, but a divided Eighth Circuit has so far deferred to it. The Federal Litigation clinic would seek to overturn *Silva-Trevino* and other agency decisions that misconstrue our deportation statutes.
- Securing the rights of immigrant and refugee children. Congress intends that children receive special, more lenient treatment under U.S. immigration law, yet the Board of Immigration Appeals (BIA) often applies harsh deportation provisions to children, and fails to account for the unique vulnerabilities of children who apply for asylum or other relief from deportation. We will litigate for precedents that force immigration agencies to adopt rules tailored to children, including unaccompanied children.
- Countering arbitrary and dilatory agency action. Immigration agencies often engage in patterns of arbitrary or otherwise unlawful action that can only be remedied through coordinated litigation in U.S. District Courts. Examples include improper denial of immigration benefits such as employment authorization, excessive delays in approving naturalization applications, or refusal to provide records sought under the Freedom of Information Act (FOIA). The Federal Litigation Clinic will counter systemic abuses through strategic litigation under the Administrative Procedures Act, the mandamus statute, FOIA, and other laws.
- Comprehensive Immigration Reform As immigration reform works through Congress, new issues will undoubtedly emerge and may take priority. In the likely event of a new law, federal court litigation will be crucial both to defend the humanitarian elements of the legislation and to curb the harm inflicted by new enforcement provisions.

Because cases may take many years to litigate to a final resolution, interim case developments (e.g., preliminary injunctions, motion outcomes, etc.) may offer additional indications regarding Center progress.

Benchmark Two (near term): Increase the number of appellate and district court matters handled locally from 8 to at least 12

Benchmark Two (long term): Triple the number of appellate and district court matters handled locally from 8 to 24

The Binger Center aims to expand greatly local capacity to pursue impact litigation. At present, most federal impact litigation in Minnesota is handled by the Immigration Law Center of

Minnesota (ILCM) and the Binger Center's other law firm and non-profit partners. But resource constraints drastically limit the number of cases litigated. ILCM, the leader in this area, handles about 6 federal appellate matters per year. These cases include petitions for review or rehearing to circuit courts, petitions for certiorari to the U.S. Supreme Court, and amicus briefs in appellate cases of national importance. ILCM also handles 2–3 U.S. District Court matters per year, such as habeas corpus or mandamus actions. ILCM has undertaken most of its federal litigation as co-counsel with law firm pro bono attorneys from Binger Center partner institutions. At full capacity, the Federal Litigation Clinic, working with its Binger Center partners, will triple the number of appellate and district court matters handled per year (from 8 to 24).

While we recognize the limitations of simply counting the number of matters handled (the significance of any given matter will vary depending on the issue, the outcome, case complexity, etc.), the number of matters handled offers at least some indication of progress toward the goal of enhancing legal services for immigrants and refugees.

Benchmark Three (near term and long term): Build a national reputation as one of the leading institutions fostering positive change

In the long term, we expect the Binger Center to achieve a national reputation as one of the leading institutions fostering positive change in U.S. immigration law and policy. Indicators on that front will include case referrals and co-counsel arrangements with law firms and immigration advocacy organizations, both locally and nationally, positive press coverage of the Center and/or its cases, speaking invitations to Binger Center faculty, and interviews or surveys of Binger Center partners and national organizations familiar with the Binger Center's work, such as the American Immigration Lawyers Association.

GOAL TWO: Increase Student Experiential Learning Opportunities

Benchmark One (near term and long term): Number of students trained annually relative to clinic norms

Benchmark Two (near term): Positive student clinical course evaluations

Benchmark Two (long term): Positive survey results from alumni

For most students, live-client clinics offer the best way to develop practice skills that are increasingly in demand in a very difficult legal job market. Clinics also provide terrific opportunities for public service and have the potential to inspire students to pursue public service throughout their careers, either full-time or, more commonly, through periodic pro bono work. But even though the Law School offers eight in-house clinics and numerous adjunct clinics, it cannot presently meet student demand for live-client clinics. The Binger Center will substantially enhance our capacity in this area, creating great opportunities for students both in house and with our partner institutions.

Near-term benchmarks will include the number of students participating in the Binger Center clinics relative to clinic norms (here and nationally). While a typical litigation clinic might take

6-8 students, we expect to be able to double that number for each clinic, because of our collaborative model. Student evaluations of their experiences in Binger Center clinics will offer a near-term qualitative indicator of success. Surveys of alumni some years out will offer a good qualitative indicator of the value of their Binger Center experience in preparing them for practice. Surveys will also allow us to assess whether working with the Binger Center has inspired alumni to participate in public service and pro bono work at higher rates than peers who did not take the clinics.

II. Detainee Rights Clinic

The principal goals of the Detainee Rights Clinic are to 1) provide early intervention and expanded representation to detained noncitizens to alleviate the hardships of detention and permit individuals with meritorious claims a realistic opportunity to succeed; 2) monitor detention conditions and obtain changes in detention policy; and 3) offer students inspirational experiential learning opportunities. Again, progress toward these goals can be evaluated using a combination of numerical and qualitative benchmarks.

GOAL ONE: Provide early intervention and expanded representation to detained non-citizens in Minnesota

Benchmark One (near term and long term): Numbers of detainees offered access to counsel on expedited basis (i.e., within seven days of detention)

Benchmark Two (near term and long term): Numbers of detainees represented in bond hearings

Benchmark Three (near term and long term): Numbers of detainees represented in merits hearings

Minnesota's immigration court processes approximately 2000 cases involving detained noncitizens each year. The Department of Homeland Security sets high bonds for many detainees, few of whom have the financial resources to pay for a bond, let alone a lawyer. Most detainees know little about their legal rights. Detained noncitizens typically must wait weeks between their arrest and their first preliminary hearing before an immigration judge. Faced with prolonged detention, these individuals and their families suffer extreme emotional and economic hardships, and many with potentially valid claims to remain in the United States simply give up and accept deportation before they ever have the opportunity to speak to a lawyer.

For several years, the Advocates for Human Rights, ILCM, and local law schools including the University of Minnesota Law School have jointly operated a volunteer detention project that offers initial screening and advice to detainees who reach their preliminary hearing before an immigration judge. After an interview that lasts perhaps 15 minutes, the attorney evaluates whether the deportation charges are open to challenge, and, alternatively, whether the individual may be eligible to seek relief from deportation. In almost all cases, even if the detainee has claims to litigate, the pro bono attorney can only provide very limited advice, momentary representation during the initial hearing, and a referral list of mostly private attorneys.

The existing detention project secures full merits-hearing representation for only 20–30 detainees each year; the large majority of detainees who need pro bono assistance go without. For pro bono attorneys who do not specialize in immigration law, representing detained noncitizens in a merits hearing is challenging at best. A typical case requires hours of research, meetings with the client, and important documents that an incarcerated person can no longer access without help. Immigration detainees in Minnesota are kept in county jails along with criminal inmates. The jails are inconveniently located, subject to frequent lock-downs, and otherwise time-consuming to visit because of strict security measures.

The Binger Center would transform this situation through early intervention and greatly expanded access to comprehensive pro bono representation. Together with our partners we will implement an aggressive outreach program that will give detainees initial in-person or phone consultations during their first days in immigration custody. Detainees will be educated about their rights, and those with potential defenses to removal will be prioritized for full representation, which will include bond and/or merits hearings. The Detainee Rights Clinic will have the resources to provide close, ongoing support for volunteer attorneys, which will facilitate much higher levels of pro bono representation at all stages of detained cases.

Benchmarks will include the timing of initial screenings relative to the present detention project, the numbers of detainees represented in both bond and merits hearings relative to current norms, and increased numbers of attorneys accepting pro bono cases in detained court. We expect to be able to represent at least 50 detainees in bond hearings each year (a small handful receive representation now). We also expect, together with our Binger Center partners, to at least triple the representation of detainees at merits hearings from the current level of 20-30 each year, though it may take a few years to hit those targets.

Benchmark Four (near term and long term): Positive outcomes in merits and bond hearings relative to outcomes for unrepresented detainees

The Detainee Rights Clinic is predicated on evidence that detainees represented by counsel have a much greater likelihood of securing favorable outcomes than those who lack representation. Accordingly, near and long-term indicators of progress should include the outcomes of representation in both merits and bond hearings relative to outcomes for unrepresented detainees. A related indicator will be whether success in bond hearings facilitates success in subsequent merits hearings. The Law School will also interview clients at the close of representation to assess satisfaction and the impact of representation on employment, housing, family stability, and related measures.

GOAL TWO: Drive improvements in detention policies and conditions

Benchmark One (near term and long term): Advocate for and achieve positive changes in detention policies and conditions, including greater use of alternatives to incarceration

Benchmark Two (near term and long term): Engage national allies and achieve leadership role as advocates for detainee rights.

The Detainee Rights Clinic will be in continual contact with noncitizens held by DHS at county jails throughout Minnesota, giving us an unprecedented ability to monitor conditions at all area facilities. The clinic will press DHS for detention policies that ensure the health and dignity of noncitizens, as well as access to counsel, and we will have the capacity to litigate for changes whenever appropriate. With our local partners we will advocate for greater use of alternatives to immigration incarceration in Minnesota, and we will join national allies, like the Detention Watch Network, to promote the human rights of detained noncitizens across the country. When fully implemented, the Binger Center will be a national leader in advocacy for the rights of detained noncitizens.

Short term benchmarks will include accounts of advocacy or litigation undertaken on behalf of detainees, while longer term indicators of progress will include the results of any such efforts, wider adoption of alternatives to incarceration, and results of ongoing surveys of detainees regarding detention conditions in area jails. As with the Federal Detention Clinic, we can measure our national leadership and reputation through interviews or surveys of allied national organizations familiar with the Binger Center's work.

GOAL THREE: Increase Student Experiential Learning Opportunities

Student learning goals are similar for both clinics, so the same benchmarks will be used for both.

III. Outreach and education program

During what is likely to be a period of historic change in immigration law, the Outreach and Education Program's principal goals are (1) to educate noncitizens about their legal rights, and (2) to train lawyers and facilitate their pro bono service on behalf of noncitizens.

GOAL ONE: Educate noncitizens about their legal rights

Benchmark One (near term): Establishment of programs to provide noncitizens legal education and advice

Benchmark One (long term): Steady growth in client service and program effectiveness

Benchmark Two (near term and long term): Publication and dissemination of educational materials leading to reputation as leading provider

Immigration law is notoriously complex. At the same time, noncitizens face cultural, linguistic and economic barriers that keep them from accessing reliable information about their rights. If Congress passes major reform legislation, the unmet demand for accurate legal advice will grow exponentially, overwhelming the current resources in our community. The Binger Center will mobilize students, faculty and our community partners to help meet this challenge. In our campaign to educate noncitizens, benchmarks will include the number of noncitizens assisted through "know your rights" forums and legal advice clinics, as well as our publication of educational materials that guide noncitizens through the process of obtaining resident status and,

ultimately, U.S. citizenship. Impact can be documented through records of client service and follow-up surveys or interviews with those who have accessed our services.

GOAL TWO: Recruit and train lawyers for pro bono service on behalf of noncitizens

Benchmark One (near term and long term): Numbers of attorneys recruited for pro bono service on behalf of noncitizens

Benchmark Two (near term and long term): Numbers of lawyers trained to perform pro bono representation on behalf of noncitizens

The Binger Center will lead an ambitious new initiative to recruit and educate lawyers for pro bono representation in the immigration field. Faculty and students, along with our partners, will host major continuing legal education programs that provide technical training in federal litigation and detained immigration court proceedings. We will also publish comprehensive practice manuals and practice advisories, and provide ongoing technical assistance to lawyers to facilitate their pro bono service. It is easy to document our programs and publications, and we can measure their success through follow up evaluations with lawyers. With respect to pro bono recruitment, we will track the number of attorneys who agree to handle new cases, ask them to evaluate the quality of their experiences, and count the number who chose to accept additional pro bono placements.

GOAL THREE: Leverage other resources at the University to assist in the Center's work.

Benchmark One: Establish collaborations on education and outreach with other faculty and programs at the University

Benchmark Two: Numbers of noncitizens provided legal education and advice

Public engagement is central to the University's mission, and the Office of Public Engagement sponsors a host of centers, institutes, and academic programs that will provide the Binger Center with support for its work. These include, for example, the Center for Urban and Regional Affairs and the Wilkins Center for Human Relations and Social Justice. Resources available through both the University's Community Service Learning program and the Office of Student Engagement will be tapped to facilitate student involvement in the outreach and education components of the Binger Center. In addition, the Binger Center will take advantage of the expertise of professionals in other disciplines in its provision of services and education to noncitizens. Finally, the law school has an affiliation with the University's Urban Outreach and Engagement Center, located on Minneapolis's north side, which provides space and outreach support for a variety of university-community partnership initiatives. The Binger Center will take full advantage of these relationships to develop its outreach and education initiatives.

Benchmarks will include the establishment of formal collaborations with education and outreach programs around the University. An additional benchmark will be the number of noncitizens we are able to reach through reliance on collaborations with other University programs.

**The Binger Center for New Americans
Benchmarks Overview**

I. Federal Litigation Clinic

Goals	Near-term benchmarks	Long-term benchmarks
Improve the U.S. immigration system through impact litigation	1. Initiate cases with potential for significant positive change, locally and nationally 2. Increase by half number of appellate and district court matters from 8 to 12 (year one) 3. Begin to build national reputation, measured through case referrals and positive press coverage	1. Achieve favorable outcomes on these cases, leading to positive change 2. Triple number of appellate and district court matters from 8 to 24 3. Achieve a national reputation as one of the leading institutions fostering positive change, measured through increase in case referrals, positive press coverage, speaking invitations, and surveys of national immigrant rights organizations
Increase student experiential learning opportunities	1. Launch clinics with standard clinic enrollment numbers (6-8) 2. Receive positive student clinical course evaluations	1. Double the number of students participating relative to clinic norms (i.e., 12-16 students) 2. Receive positive feedback from alumni regarding value of experience and level of post-graduate pro bono activity

II. Detainee Rights Clinic

Goals	Near-term benchmarks	Long-term benchmarks
Provide early intervention and expanded representation to detained non-citizens in Minnesota	1. Numbers of detainees offered access to counsel within seven days of detention 2. Increase number of detainees represented in bond hearings to 30 in year 1 3. Increase the number of detainees represented in merits hearings from 20 to 30 4. Achieve positive outcomes in bond and merits hearings relative to unrepresented detainees	1. Numbers of detainees offered access to counsel within seven days of detention 2. Increase the number of detainees represented in bond hearings to 50 by year 3 3. Increase the number of detainees represented in merits hearings from 20 to 60 4. Achieve positive outcomes in bond and merits hearings relative to unrepresented detainees
Drive improvements in detention policies and conditions	1. Initiate advocacy for improved detention policies and conditions, including greater use of alternatives to incarceration 2. Engage national allies to promote detainee rights	1. Achieve positive changes in detention policies and conditions, including greater use of alternatives to incarceration 2. Achieve national leadership as advocates for detainee rights
Increase student experiential learning opportunities	1. Launch clinic with standard enrollment numbers (6-8 students) 2. Receive positive student clinical course evaluations	1. Double the number of students participating relative to clinic norms (i.e., 12-16 students) 2. Receive positive feedback from alumni regarding value of experience and level of post-graduate pro bono activity

III. Outreach and Education Program

Goals	Short-term benchmarks	Long-term benchmarks
Educate non-citizens about their legal rights	1. Establish programs to provide noncitizens with education and legal advice about their rights 2. Publish and distribute educational materials	1. Document steady growth in client service and assess effectiveness through surveys or interviews 2. Establish reputation as leading provider of authoritative information to noncitizens and community partners
Recruit and train lawyers for pro bono service on behalf of noncitizens	1. Numbers of attorneys recruited for pro bono service on behalf of noncitizens in areas of federal immigration litigation and detention 2. Numbers of pro bono lawyers trained and supported by Binger Center (CLE programs, comprehensive practice manuals, and technical assistance tools)	1. Increased numbers of attorneys providing pro bono service to noncitizens in federal immigration litigation and detention matters 2. Numbers of pro bono lawyers trained and supported by Binger Center, and measure success of program qualitatively through follow-up evaluations with participants
Leverage other resources at the University to assist in the Center's work	1. Establish collaborations on education and outreach with other faculty and programs 2. Numbers of noncitizens provided legal education and advice	1. Expand collaborations on education and outreach 2. Numbers of noncitizens provided legal education and advice

The Binger Center for New Americans Timeline and Deliverables

(assuming July 1, 2013 start)

1. Binger Center Overview

Year One

- Hire Executive director (from among participating clinics) and program associate (shared with other Binger Center clinics);
- Establish Binger Center advisory committee: identify litigation priorities; draw plans for expanded federal litigation and detainee representation with partner institutions;
- Establish ties with national immigration litigation and detainee rights allies;
- Launch federal litigation clinic, detainee rights clinic, and education and outreach program, as described below

Years Two to Four

- Develop clinics and education and outreach program, as described below

2. Federal Litigation Clinic

Year One

- Hire 1 FT clinical faculty member, 1 FT teaching fellow, and adjunct faculty;
- Create curriculum;
- Decide initial litigation priorities;
- Enroll 6 - 8 students in clinic;
- With partners, undertake at least 12 federal litigation matters during year;

Deliverables: Report summarizing (1) litigation priorities and matters undertaken, (2) legal issues presented and potential impact of each matter on litigation priorities, (3) any interim or final litigation outcomes with description of impact, (4) non-adversarial advocacy undertaken and results achieved, (5) press or other coverage of clinic activities, (6) clinic implementation progress with (a) results of student and client evaluations, and (b) quantitative measurements of federal immigration litigation activity by Binger Center clinic and partners.

Year Two

- Review and identify annual litigation priorities with Binger Center advisory committee and input of national allies;
- Enroll 12 - 16 students in clinic or with partner organizations;
- With partners, undertake at least 18 – 24 federal litigation matters during year;

Deliverables: Report summarizing (1) litigation priorities and matters undertaken, (2) legal issues presented and potential impact of each matter on litigation priorities, (3) any interim or final litigation outcomes with description of impact, (4) non-adversarial advocacy undertaken and results achieved, (5) press or other coverage of clinic activities, (6) clinic implementation

progress with (a) results of student and client evaluations, and (b) quantitative measurements of expanded federal immigration litigation activity by Binger Center clinic and partners.

Years Three and Four

- Review and identify annual litigation priorities with Binger Center advisory committee and input of national allies;
- Enroll 12 - 16 students in clinic or with partner organizations;
- With partners, undertake at least 24 federal litigation matters during year;

Deliverables: Report summarizing (1) litigation priorities and matters undertaken, (2) legal issues presented and potential impact of each matter on litigation priorities, (3) any interim or final litigation outcomes with description of impact, (4) non-adversarial advocacy undertaken and results achieved, (5) press or other coverage of clinic activities, (6) clinic implementation progress with (a) results of student and client evaluations, (b) survey of clinic alumni, and (c) quantitative measurements of expanded federal immigration litigation activity by Binger Center clinic and partners.

3. Detainee Rights Clinic

Year One

- Hire 1 FT clinical faculty member, 1 FT teaching fellow, and adjunct faculty;
- Create curriculum;
- develop plan for early intervention and outreach to detainees, and identify needed changes in local detention practices;
- Enroll 6 - 8 students in clinic;
- With partners, begin early intervention outreach program for detainees;
- With partners, provide representation in at least 30 bond matters during year;
- With partners, provide merits representation in at least 30 matters during year;
- With partners, begin advocacy for changes in local detention practices.

Deliverables: Report summarizing (1) numbers of bond and merits matters undertaken and outcomes, (2) progress implementing early intervention outreach program for detainees, (3) advocacy undertaken to obtain change in local detention practices and results, (4) press or other coverage of clinic activities, and (5) clinic implementation progress with (a) results of student and client evaluations, and (b) quantitative measurements of detention litigation activity by Binger Center clinic and pro bono partners.

Year Two

- Enroll 12 - 16 students in clinic or with partner organizations;
- With partners, fully implement early intervention outreach program for detainees;
- With partners, provide representation in at least 50 bond matters during year;
- With partners, provide merits representation in at least 40 - 60 matters during year;
- With partners, continue advocacy for changes in local detention practices.

Deliverables: Report summarizing (1) numbers of bond and merits matters undertaken and outcomes, (2) full implementation of early intervention outreach program for detainees, (3) advocacy undertaken to obtain change in local detention practices and results, (4) press or other coverage of clinic activities, and (5) clinic implementation progress with (a) results of student and client evaluations, and (b) quantitative measurements of detention litigation activity by Binger Center clinic and pro bono partners.

Years Three and Four

- Enroll 12 - 16 students in clinic or with partner organizations;
- With partners, fully implement early intervention outreach program for detainees;
- With partners, provide representation in at least 50 bond matters during year;
- With partners, provide merits representation in at least 60 matters during year;
- With partners, continue advocacy for changes in local detention practices.

Deliverables: Report summarizing (1) numbers of bond and merits matters undertaken and outcomes, (2) ongoing activity of early intervention outreach program for detainees, (3) advocacy undertaken to obtain change in local detention practices and results; (4) press or other coverage of clinic activities, and (5) clinic implementation progress with (a) results of student and client evaluations, (b) quantitative measurements of detention litigation activity by Binger Center clinic and pro bono partners, and (c) survey of clinic alumni.

4. Education and Outreach Program

Year One

- Establish network of University and community allies;
- Begin to provide educational and outreach programs and materials for noncitizens;
- Begin to provide educational and outreach programs and materials for pro bono lawyers.

Deliverables: Report summarizing (1) educational and outreach priorities identified for noncitizens, (2) initial establishment of University and community allies; (3) development of educational and outreach programs for noncitizens and pro bono attorneys, (4) program implementation progress with (a) quantitative and qualitative measurements of noncitizens served, (b) quantitative and qualitative measurements of pro bono attorneys recruited and trained, (c) quantitative and qualitative measurements of participating students.

Year Two

- Fully establish broader network of University and community allies;
- Fully implement educational and outreach programs and materials for noncitizens;
- Fully implement educational and outreach programs and materials for pro bono lawyers.

Deliverables: Report summarizing (1) educational and outreach priorities pursued for noncitizens, (2) full establishment of University and community allies; (3) full development of educational and outreach programs for noncitizens and pro bono attorneys, (4) program

implementation progress with (a) quantitative and qualitative measurements of noncitizens served, (b) quantitative and qualitative measurements of pro bono attorneys recruited and trained, (c) quantitative and qualitative measurements of participating students.

Years Three and Four

- Continue educational and outreach programing and materials for noncitizens;
- Continue educational and outreach programing and materials for pro bono lawyers.

Deliverables: Report summarizing (1) educational and outreach priorities pursued for noncitizens, (2) activities of University and community allies; (3) ongoing educational and outreach programs for noncitizens and pro bono attorneys, (4) program implementation progress with (a) quantitative and qualitative measurements of noncitizens served, (b) quantitative and qualitative measurements of pro bono attorneys recruited and trained, (c) quantitative and qualitative measurements of participating students, including survey of alumni.

BINGER CENTER FOR NEW AMERICANS

Assume 7/1/2013 start date

	Year 1 2014	Year 2 2015	Year 3 2016	Year 4 2017	TOTAL
N. Cook: 50% buy out (salary @ \$153,240)	108,003	111,244	114,581	118,018	451,846
New Faculty #2 (@\$120,000)	170,800	175,924	181,202	186,638	714,563
New Faculty #3 (@\$120,000)	170,800	175,924	181,202	186,638	714,563
Co-Partner: Immigrant Law Center of Minnesota (ILCM)	50,000	51,500	53,045	54,636	209,181
Co-Partner: Advocates for Human Rights (Advocates)	50,000	51,500	53,045	54,636	209,181
Co-Partner: Mid-Minnesota Legal Assistance (MMLA)	50,000	50,000	50,000	50,000	200,000
Teaching Fellows (2 @\$70,000)	193,740	193,740	193,740	193,740	774,960
Adjuncts (6 @ \$6,000)	36,000	36,000	36,000	36,000	144,000
Student Clinic Directors (8 @ \$2,500)	20,000	20,000	20,000	20,000	80,000
Program Associate (@ \$50,000)	70,050	77,055	77,055	77,055	301,215
Outreach Activity (Includes Web based activity)	30,000	30,000	30,000	30,000	120,000
General Supplies/Operations	50,000	50,000	50,000	50,000	200,000
Space Renovations	350,000				350,000
SUBTOTAL	1,349,393	1,022,887	1,039,869	1,057,361	4,469,511

ENDOWMENT AMOUNT	20,000,000	25,000,000
4.5% payout	900,000	1,125,000

MINNESOTA DAILY

JUNE 6, 2013

THURSDAY

SECTIONS



NEWS » CAMPUS

New law center to help immigrants

A \$4.5 million grant will fund The Center for New Americans at the University.

By **Branden Largent** June 05, 2013

The University of Minnesota Law School will expand its immigration law programming this fall to meet increased demand for representation.

The Robina Foundation pledged Thursday to give almost \$9 million to the law school — one of the largest gifts in the school's history — to fund its Robina Institute of Criminal Law and Criminal Justice and create a Center for New Americans.

Law School Dean David Wippman said the immigration law center will help immigrant groups who often can't afford legal assistance and can have difficulty navigating the legal system.

"This will be great for the community," said Saeed Fahia, executive director of the Confederation of Somali Community in Minnesota.

Fahia said Somali immigrants often have trouble finding lawyers who do pro bono work.

The number of foreign-born Twin Cities' residents increased by about 100,000 people from 2000 to 2010. About 10 percent of the population was foreign-born in 2010, according to Minnesota Compass, a part of the nonprofit organization Wilder Research.

Many immigrants face income and language barriers, said Cathy Haukedahl, executive director of Mid-Minnesota Legal Aid — a pro bono collaborator that will work with the center to provide expertise in civil legal issues to immigrants.

"Minnesota has a lot of immigrants who need help in their own language," she said.

Partnering with three local law firms and three nonprofit organizations, the law school will work to expand essential legal services for immigrant communities and improve the laws affecting immigrants.

"By working together, all of us will be able to accomplish considerably more than we could working separately," Wippman said.



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**Robina Foundation
Meeting Minutes
May 14, 2013**

A meeting of the Board of Directors of the Robina Foundation, a Minnesota nonprofit corporation, was held on May 14, 2013, via conference call.

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.

Mary Lou White was present and served as recorder.

Welcome and Call to Order

Schroeder, Vice Chair, called the meeting to order and welcomed Board Members. Schroeder summarized a conversation with Crosby, who indicated that he is no longer able to serve as Board Chair due to his health situation, and outlined the following plan to transition Board leadership:

- Crosby wishes to resign as Board Chair, but will continue on the Board as his health permits;
- Schroeder will serve as Interim Chair, with the intention that Blatz will be elected chair at the August meeting or before;
- Board Members will interview one or two Board candidates at the August meeting to fill a vacant spot on the Board.

To facilitate the transition, Schroeder asked Berresford to research compensation levels for chairs of foundation boards, and Board Members asked Minneapolis Board Members to identify several Board candidates for consideration at the August meeting, focusing on people who have financial expertise as well as grantmaking experience.

A motion made and seconded to accept Crosby's resignation and elect Schroeder as Interim Chair was approved unanimously by the Board.

Minutes of February 26-27, 2013 Meeting

A motion made and seconded to approve the Minutes of February 26-27, 2013, was approved unanimously by the Board.

Executive Director's Report

Hunt called Board Members' attention to several items in the Executive Director's Report in the Board Book.

Treasurer's Report

The Board reviewed financial information included in the Board Book, noting, in particular, the following:

- The Foundation's portfolio has held up well during turbulent times because of significant cash holdings;
- Foundation financial advisor Mike Sullivan estimates that the Foundation will have approximately \$89 million after the payment of current commitments;
- Material entitled "Robina Foundation Management Agenda" prepared by USbank shows that the value of the portfolio as a whole is up 7.46%, within approximately 1% of the "Robina Custom Benchmark," although some assets trailed their respective benchmarks by more than 1%.

Sullivan encourages the Board to develop scenarios for the expenditure of funds to permit better investing of Foundation assets. The Board agreed to review scenarios at the August meeting.

Legal Report

Board Members reviewed a report provided by Gina Kastel of Faegre Baker Daniels describing the two options to settle the Binger Estate. Crosby described the difficulty and expense of achieving formal court approval of the settlement of the account.

A motion made and seconded to approve execution of a settlement agreement with parties to the estate was approved unanimously by the Board.

Grant Proposals

University of Minnesota Law School

Sentencing Law Program Enhancements

Blatz noted that the University developed the "Timetable and Deliverables" included in the Board Book to address questions and concerns raised at the February Board Meeting and that she, Schroeder and Hunt discussed the new material with Dean Wippman and Professors Reitz and Frase. Funding of this proposal would finalize Foundation support for the Robina Institute on Criminal Law and Criminal Justice. Schroeder and Blatz recommended that the Board commit to five years of funding, subject to review of the University's implementation of the activities described in the Timetable and Deliverables after year three of funding.

Upon a motion made and seconded, the Board approved a five-year grant to the University of Minnesota Law School totaling \$4,353,788, payable as follows: FY2014: \$820,056; FY2015: \$844,658; FY2016: \$869,997; FY2017: \$896,097; FY2018: \$922,980 to support the *Sentencing Law Program Enhancements* described in the University's proposal dated October 29, 2012, with funding for years four and five contingent upon a satisfactory assessment of the work of the initiative at the end of year three based upon the Timeline and Deliverables prepared by the Law School.

Center for New Americans

Board Members discussed the University's revised proposal for a four-year grant to support the pilot of the Binger Center for New Americans, which includes "Benchmarks" requested by the Foundation to be used to evaluate the pilot phase. While the University proposed that this center be named the "Binger Center for New Americans," the Robina Board determined that identifying the Center with the Binger name wasn't appropriate during the pilot phase designed to test the efficacy of the initiative

Upon a motion made and seconded, the Robina Board approved a grant totaling \$4,469,510 to support the implementation of a four-year pilot of the Center for New Americans as described in the University's proposal dated April 30, 2013, with grant payments as follows: FY2014: \$1,349,393; FY 2015: \$1,022,887; FY2016: \$1,039,869; FY2017: \$1,057,361.

The Board agreed to use the "Benchmarks" presented by the University to evaluate the initiative during the pilot phase, as well as at the end of the pilot as part of the Foundation's deliberation concerning an endowment to support the initiative in perpetuity. Board Members emphasized that the Board is not committing to an endowment grant in connection with its support of the pilot and may decide not to provide endowment funding or may position its endowment support as a challenge or matching grant. The Board may decide to engage outside reviewers to assist in an assessment of the success of the pilot. Hunt will convey this information to Dean Wippman.

Grant Reports

Board Members noted that detailed six-month reports are not needed for all grants and asked Hunt to recommend a schedule for submission of reports for consideration at the August meeting.

Abbott Northwestern Hospital COPILOT Program Update

Hunt noted that the program is now called "Care COPILOT" and highlighted ANWH/Allina's effective work since Robina approval of use of remaining Care Guide grant funds to support this initiative aimed at disseminating information about the use of care guides. Board Members expressed interest in learning about the career path of care guides and a willingness to consider a future grant to track care guides.

University of Minnesota Law School Institute of Criminal Law and Justice

Hunt reminded Board Members that Dean Wippman and Professors Reitz and Frase will attend the August Board Meeting.

Public Interest Scholars Program

Following review of the University's annual report on the Public Interest Scholars Program, Board Members asked Hunt to clarify Robina's role with respect to "Loan Repayment Assistance" provided to participants in the program.

Yale Law School

Robina Human Rights Fellowship Initiative

Hunt reminded Board Members that this annual report is submitted for review in May so that payment of Robina's grant commitment can be provided to the Law School before the end of the Law School's fiscal year on June 30. The Law School's annual assessment will be available at the August Board Meeting. Karoff suggested that the August Board Meeting include discussion of support of this initiative and the possibility of support for James Silk.

Yale School of Drama

Binger Center for New Theatre

Board Members discussed the report prepared by the outside review committee included in the Board Book, noting that the report affirms the fundamental thrust of the Binger Center's support for new productions, but expressing great disappointment in Dean Bundy's response to the advisory committee report. Board Members noted in particular:

- Dean Bundy's dismissal of recommendations, perhaps in order to maintain a high level of control over the program;
- The Dean's lack of interest in engagement of the review committee earlier than five years from now;
- The committee's and the Dean's inability to identify ways to improve use of the Enhancement Fund.

Board Members asked Hunt to convey to Dean Bundy the Board's reaction to the report and his response and to request that the Dean prepare a plan to accelerate use of the Enhancement Fund and to involve playwriting students in the Center. The Board also expressed the desire to talk with the new Yale President about the Center and Robina's continued involvement in the Center. Further discussion of Robina's ongoing relationship with Yale School of Drama should be on the agenda for the August Board Meeting.

Other Business

August Board Meeting

Board Members identified items to be discussed at the August Board Meeting.

Adjournment

There being no other business, the meeting was adjourned.

Respectfully Submitted,

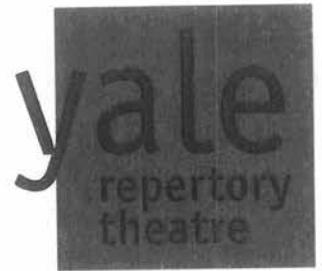
Susan Berresford, Secretary

Date

Wale Binger Center Report

Report emphasizes:

- ① YSD prg attn to Review Comm. Rept. - changes being made or unscheduled
- ② Increased activity of PEF - due primarily to increased number of plays that are available.



JAMES BUNDY,
ARTISTIC DIRECTOR

VICTORIA NOLAN,
MANAGING DIRECTOR

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July 29, 2013

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

Dear Penny,

It is my pleasure to provide you and the Trustees of the Robina Foundation with this annual report for the FY2013 activities of the Binger Center for New Theatre.

Provide the goals and objectives established in your grant proposal.

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

Goals

- To keep writers of outstanding potential engaged in the profession.
- To establish a new standard of artist-centered development and production.
- To create a pipeline of new talent and new works for theatre companies across the country.
- To broaden the experiences and expertise of Yale students and embolden them to imagine new possibilities for the stage.
- To serve as a model for the training of theatre professionals in the production of new work.

Objectives

- To support a significant number of Yale Rep-commissioned plays and musicals and provide commissioned artists with readings and workshops, as well as residencies at the School of Drama.

- To produce work of the highest possible artistic standards at Yale Rep and to encourage the advancement of plays commissioned, developed, and produced through the Binger Center for New Theatre.
- To promote partnerships through the Production Enhancement Fund, a mechanism that helps to underwrite multiple productions of Yale-commissioned plays and musicals at theatres across the country.
- To introduce writing-centered, collaborative, and integrated workshops, laboratories, and short courses to the Yale School of Drama curriculum, focusing specifically on musical theatre (including libretto, lyric, and music composition for the stage).

Provide a summary of your activities during the reporting period and how they relate to achievement of the ultimate goal/purpose of the program.

In the fifth year of the Binger Center for New Theatre's work, we maintained a robust level of commissioning, while increasing the scope and scale of development activities and production opportunities offered to our commissioned artists in FY2013.

Commissions

- In FY2013, we commissioned six new plays and one musical: original plays by David Adjmi, David Greenspan, Meg Miroshnik (YSD '11), Amelia Roper (YSD '13), Lucy Thurber; a new version of William Shakespeare's *Much Ado About Nothing* adapted by Rolin Jones (YSD '04); and a new musical by Sarah Ruhl.
- Our conversations with Sarah Ruhl regarding her musical commission and potential composers are still in early stages. We anticipate extending a commission to the composer for this project and look forward to finalizing those arrangements in the coming fiscal year.
- First drafts of nine commissioned plays were submitted in FY2013: Bill Camp and Robert Woodruff's adaptation of *In a Year with 13 Moons* (Yale Rep world premiere, May 2013), Sheila Callaghan's *Elevada*, Danai Gurira's *Familiar*, *Slaughterboy* by Octavio Solis, Paula Vogel and Rebecca Taichman's *The Vengeance Project*, Carson Kreitzer and Matt Gould's musical *Lempicka*, Aditi Kapil's *Imogen Says Nothing*, Lucy Thurber's *Perry Street*, and Christina Anderson's *Knuckle Down*. We decided not to produce Lucy Thurber's *Perry Street* or Octavio Solis's *Slaughterboy* and released them back to the playwrights so they could pursue other production opportunities. We anticipate continuing development of the remainder of the drafts noted here in FY2014.
- One commissioned play is scheduled for a world premiere production in the Yale Rep 2013-14 season: *These Paper Bullets*. Adapted by Pulitzer Prize and Emmy Award nominated writer Rolin Jones from William Shakespeare's *Much Ado About Nothing* and featuring songs by Grammy Award winning Green Day frontman Billie Joe Armstrong, who wrote the Tony Award winning musical *American Idiot*, *These Paper Bullets* will be

directed by Jackson Gay, who staged Rolin Jones's *The Intelligent Design of Jenny Chow* at Yale Rep in 2004.

Workshops, Readings, and Residencies

The Binger Center's development opportunities continue to provide a wide range of resources for our commissioned artists and their collaborators. This year, we produced eight workshops and six residencies, including two large-scale musical workshops in New York City and two musical workshops in New Haven as part of the Yale Institute for Music Theatre.

- Workshop of Lucy Thurber's *Perry Street* (New York, July 2012)
- Two-week musical workshop of David Nugent's *Her Lightness* (New York, August 2012)
- Yale School of Drama Boot Camp Residency, which included four commissioned writers (Sheila Callaghan, Matt Gould, Branden Jacobs-Jenkins, Anne Washburn) and nine playwriting students (New Haven, August 2012)
- Workshop of Julie Myatt's *Opium Den* (New York, September 2012)
- Writers Residency: Carson Kreitzer and Matt Gould (New Haven, September 2012)
- Two-week musical workshop of *Lempicka* by Carson Kreitzer and Matt Gould (New York, Oct/November 2012)
- Playwright Residency: Branden Jacobs-Jenkins (December 2012)
- Workshop of Paula Vogel and Rebecca Taichman's *The Vengeance Project* (New York, December 2012)
- Playwright Residency: Dorothy Fortenberry (New Haven, February 2013)
- Workshop of Sheila Callaghan's *Elevada* (New York, May 2013)
- Playwright Residency: Dorothy Fortenberry (New Haven, May 2013)
- Writers Residency: Carson Kreitzer and Matt Gould (New Haven, May 2013)
- Yale Institute for Music Theatre: *The Last Queen of Canaan* by Jacob Yandura and Rebekah Greer Melocik; *Mrs. Hughes* by Sharon Kenny and Janine Nabers (New Haven, June 2013)

New Play Production

Yale Repertory Theatre produced three world premieres supported by the Binger Center in FY2013:

- David Adjmi's *Marie Antoinette* ran in New Haven October 26 to November 17, 2012, following its September 5 to 30 run at the American Repertory Theater. *Marie Antoinette* received an impressive 14 Connecticut Critics Circle Award nominations and won three awards for Outstanding Production of a Play, Outstanding Leading Actress (Marin Ireland), and Outstanding Supporting Actor (David Greenspan).
- Sarah Ruhl's *Dear Elizabeth* ran from November 30 to December 22, 2012. Mary Beth Fisher received a Connecticut Critics Circle Award nomination for Outstanding Leading Actress for her portrayal of poet Elizabeth Bishop. She reprised the role in the West

Coast premiere at Berkeley Repertory Theatre, which ran from May 24 to July 7, 2013. The *San Francisco Chronicle* praised the play's "intellectual, artistic, and emotional vigor" and the production's inventive staging. The *San Jose Mercury News* commended the collaboration of Sarah Ruhl and Les Waters: "The playwright and director live up to their reputation for plumbing the unspoken in quiet moments filled with yearning...At its best, the play captures both the enchantment of poetry and the alienation of reality in equal measure."

- The world premiere of *In a Year with 13 Moons* closed Yale Rep's 2012-13 season in May. The production received Connecticut Critics Circle Award nominations for Outstanding Leading Actor (Bill Camp), Outstanding Supporting Actress (Monica Santana), Outstanding Set Design (David Zinn), Outstanding Lighting Design (Jennifer Tipton and Yi Zhao), and Outstanding Sound Design (Michaël Attias). The production received mostly positive reviews with the exception of a mixed review in *The New York Times*. The *Hartford Courant* celebrated "the terrific ensemble, a magnificent star turn, and a vivid theatrical vocabulary," while the *New Haven Advocate* declared, "Robert Woodruff and Bill Camp have done it again...Adventurous audiences will applaud their Herculean effort." The *New Haven Review* described the production as "nothing short of remarkable, fascinating, and gripping. The final tableaux-in-motion, in which the main cast, Fellini-fashion, call upon Elvira's apartment while she addressed us both on stage and screen is incredible, comical, exhilarating, heartbreaking, tedious, and momentous, all at once. And so is *In a Year with 13 Moons*."

Production Enhancement Fund

In FY2013, the Production Enhancement Fund supported the world premiere co-production of David Adjmi's *Marie Antoinette* at the American Repertory Theater and Yale Rep. As reported previously, we determined that a significant expenditure from the fund was necessary in order to cover the extraordinary material and labor costs associated with producing a play of this scale. The guarantee of the Production Enhancement Fund ensured that this inventive and artistically vital work finally received the high-quality production it deserved and that it delighted and challenged audiences in Boston and New Haven. Additionally, we are pleased to report that we are currently in negotiations with Soho Rep to provide support from the Production Enhancement Fund to underwrite the New York premiere of *Marie Antoinette* in the fall of 2013. If not for the promise of support from the Binger Center, our colleagues at Soho Rep would not be able to take on the financial risk of producing *Marie Antoinette*.

The Production Enhancement Fund also supported the New York premiere of Amy Herzog's *Belleville* February 12 to April 14, 2013. The New York Theatre Workshop (NYTW) production of *Belleville* featured set design by Julia C. Lee and costume design by Mark Nagle, who began their creative relationships with director Anne Kauffman while they were third-year design

students at Yale School of Drama. The Fund helped to underwrite adjustments to the original scenic design in order to make the production fit into the NYTW venue.

A production of Maggie-Kate Coleman and Anna K. Jacobs's musical *POP!* at Firehouse Theatre Project (Richmond, Virginia), July 11 to August 10, 2013, was supported by the Binger Center's enhancement funds. The Firehouse Theatre Project contacted us after reading about the Binger Center in the press and on our website. Although it is a theatre committed to producing new plays, the Firehouse does not have the financial resources to produce unknown larger-scale plays or musicals. Thanks to the support of the Production Enhancement Fund, The Firehouse Theatre Project was able to take the artistic and financial risk to bring an adventurous musical like *POP!* to Richmond audiences.

Binger Center Review Committee

As reported previously, in December 2012, we brought the first independent Binger Center Review Committee to New Haven for a two-day site visit of Yale Rep and Yale School of Drama. The Committee met with select faculty and students of the School of Drama and Yale Rep staff. The Committee also spoke with a number of Yale Rep artists, including those whose work had been produced, those whose work had been commissioned but not optioned for production, and those whose work is still under commission prior to being optioned for production or released back to the author.

The Review Committee's report was positive with regard to the Binger Center's progress towards achieving its goals and objectives to support the commissioning, development, and production of new plays and musicals at Yale Rep and beyond. The report has also drawn our attention to the wide variation of faculty and student perceptions of the Binger Center as a program that serves the School and the Rep. We found the recommendations in the report useful and are well on our way to implementing many of them in FY2014.

Per the request of the Robina Foundation, a more detailed response to the Review Committee's report has been submitted under separate cover.

Report on any unanticipated results and lessons learned during the past year and any changes you have made or propose to make to the project of the timing of the project.

We are taking steps to address the Review Committee's recommendation to make the Binger Center more clearly felt in the lives of the School of Drama Playwriting students. The report noted that YSD Playwriting students expressed a desire for "more access to training around the business side of playwriting and the real world challenges of getting work produced." They also observed, "they could gain a lot from more interaction with the professional arm of Yale." In the 2012-13 school year, Jeanie O'Hare became the new chair of the Playwriting department, and she has spent the last year assessing the department's curriculum with plans to roll out changes in

the 2013-14 school year. Jennifer Kiger, Associate Artistic Director of Yale Rep and Director of the Binger Center's New Play Programs, met regularly with Jeanie during her first year to discuss ways in which the artistic office of Yale Rep and the Binger Center can be more integrated with the department. To that end, Jennifer Kiger will serve as Lecturer in the Playwriting program in 2013-14. In the fall term, she will teach *Industry Practice*, a seminar for first-year playwriting students that covers topics ranging from basic preparation and protocols for submitting scripts to professional theatres, a survey of American new play development programs (including producing theatres, festivals, prizes and competitions, and playwright resource centers), and on-going career strategies. In the spring term, she will teach an *Industry Practice* seminar to third-year playwriting students; this will serve as a follow-up to the first year seminar and focus on preparing the playwrights for entry into the field. Jennifer's formal role in the playwriting department will provide more consistent opportunities for her to expose the students to the work of the Binger Center and allow the Artistic Office of Yale Rep to develop lasting relationships with YSD writers.

Also in 2013-14, Sarah Ruhoff, an Associate Artist at Yale Rep and Binger Center commissioned playwright, will continue on the YSD faculty and lead the second-year writers in independent study. In addition to these adjustments to the Playwriting curriculum, we will explore opportunities with the YSD faculty to schedule more "pop-up" master classes by visiting artists, including all Binger Center writers who are currently under commission, rather than only those artists whose work is produced in the Yale Rep season. This could include inviting commissioned artists to participate in master classes above and beyond the time they are in residence at Yale for writing retreats or in New York for workshops.

With regard to the Review Committee's assessment of the Production Enhancement Fund, in FY2014, we will explore the ways we make the enhancement support public. This includes assessing our current public relations strategy, as well as expanding our outreach to producers and agents to encourage them to more actively scout the work coming out of the Binger Center during their season planning process. Given the number of Yale Rep-commissioned plays currently in the pipeline, we anticipate more opportunities to effectively deploy investments from the Production Enhancement Fund between FY2013-18, as suggested in our April 2012 proposal to the Robina Foundation. Up to this point, the volume of plays available for funding was relatively low. We are currently in the development phase for nearly a dozen commissioned plays (including the drafts submitted in FY2013), and we anticipate that all of them will be far enough along to be considered for 2014-15 season planning at Yale Rep or at other theatres should Yale Rep choose not to option them for production. Although we have not spent the funds as quickly as originally projected in our 2008 proposal to the Robina Foundation, we believe that the investments made to date from this fund have advanced our playwrights' work and cemented vital partnerships with our peer theatres, and we still anticipate spending the fund at close to the rate projected in our 2012 proposal. We continue to believe that the productivity and effectiveness of the Fund will be linked to the volume of work coming out of the Binger Center:

as that volume increases and reaches equilibrium, so will Production Enhancement Fund expenditures. We have now reached a level of activity through our commissioning efforts to target more partnerships and encourage multiple productions each year through the use of the Fund.

Provide information on any other issues or matters you would like to highlight for the Robina Board.

The February 2013 report on the Binger Center for New Theatre provided useful assessment of the programs of the Binger Center and thoughtful recommendations from the Review Committee. An expanded response to this report and the Robina Foundation's follow-up questions are attached as a separate document.

Attach an income and expense statement for this grant period along with your original budget for the period and a narrative explanation for any line item differences between the original budget and actual expenses. (Income for the project should include a list of additional funders and the amounts they provided.)

Budgeted and actual expenditures for FY2013 attached. The (unaudited) value of the Binger Center Endowment as of June 30, 2013 was \$15,599,840. Income from the Endowment in FY2013 was \$743,360.

Endowment
Rpt. due
in Sept.

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

Sincerely,



James Bundy

Artist Bios

David Adjmi was called "virtuosic" by the *New York Times*, and he was listed as one of the Top Ten in Culture for 2011 by *The New Yorker* magazine. His play *Marie Antoinette* received a critically acclaimed world premiere co-production with A.R.T. and Yale Rep. The play won 3 Connecticut Critics Circle Awards including Best Play. *Marie Antoinette* will receive a New York premiere in fall 2013. *3C* received its world premiere at Rattlestick Playwrights Theater in June 2012 and was dubbed "the most divisive and controversial play of the season" by the *New York Post*. *3C* was selected as one of the top ten plays of 2012 by the *Post*, *Time Out New York*, and the *Advocate*. *Elective Affinities*, which premiered at the Royal Shakespeare Company, received a U.S. premiere this December at Soho Rep starring Zoe Caldwell (Top 10 of the year in *Time Out New York*, *New Yorker*.) Other plays include *Stunning* (LCT3/Lincoln Center Theater, Woolly Mammoth Theatre Company), *The Evildoers* (Sundance, Yale Repertory Theatre), *Caligula* (Soho Rep Studio Series), and *Strange Attractors* (Empty Space). David is developing an adaptation of Molière's *Bourgeois Gentilhomme* in tandem with choreographer Karole Armitage as well as an untitled new play for Sean Hayes / Broadway Across America.

David was awarded a Mellon Foundation Playwrights Residency, the Guggenheim Fellowship, the Whiting Writers' Award, the Kesselring Prize for Drama, the Steinberg Playwright Award (the "Mimi"), and the Bush Artists Fellowship, among others. He is the recipient of multiple MacDowell Colony fellowships, Sundance/Ucross residency and others. He currently holds commissions from Lincoln Center Theater, Yale Rep, Berkeley Rep and the Royal Court, and he is the recipient of the 2012 Fadiman Award from Center Theatre Group. David has served on panels for the Luminato Festival, National Endowment for the Arts, the McKnight Foundation, Massachusetts Cultural Council, and others. He has taught workshops and seminars at the Iowa Playwrights Workshop, Harvard University, Yale School of Drama, Primary Stages, NYU, Mark Taper Forum, CalArts, Southampton Writers Conference, and the University of Rochester. He is a member of New Dramatists, the Dramatists Guild, MCC Theater Playwrights' Coalition, and Soho Theatre's "The Hub." A collection of David's work, *Stunning and Other Plays*, is published by TCG, and his work is included in *The Methuen Drama Book of New American Plays*. David's memoir, *An Insignificant Man*, is forthcoming from HarperCollins, and a second play collection from TCG will be published in spring 2014.

David Greenspan is a New York-based playwright and actor. He has directed and/or performed in his plays *Jack*, *The Home Show Pieces*, *2 Samuel 11*, *Etc.* at Home; *Dead Mother, or Shirley Not All in Vain* at the Public; *She Stoops to Comedy* (Obie, published by Samuel French) and *Go Back to Where You Are* (published by Samuel French) at Playwrights Horizons; *The Argument* (Obie) with Target Margin; *The Myopia* with The Foundry; *Jonas* with Transport Group; and with songwriter Stephin Merritt *Coraline* with Manhattan Class Company. He has received two performance Obies: one for Terrence McNally's *Some Men* and Goethe's *Faust*, one for Mart Crowley's *The Boys in the Band*. Other credits include premieres or New York premieres of works by David Adjmi, Sarah Ruhl, Todd Almond, Adam Rapp, Michi Barall, William Hoffman, Linda Chapman and Kate Moira Ryan, David Grimm, Kathleen Tolan, Harry Kondoleon, Paul Zimet and Ellen Maddow, José Rivera, Kirk Lynn, Lee MacDougall, Mac Wellman, Richard Foreman, Elizabeth Egloff, Jefferey M. Jones, and solo renditions of Barry Conners's *The Patsy* and Gertrude Stein's lecture, *Plays*. David is an alumnus of New Dramatists and a recipient of the Guggenheim and Lortel fellowships. He has also received an Alpert Award and an Obie for Sustained Achievement.

Rolin Jones's play *The Intelligent Design of Jenny Chow* received the 2006 Obie Award for Excellence in Playwriting. *Jenny Chow* was a finalist for the Pulitzer Prize in Drama and was produced at Yale Repertory Theatre, Atlantic Theater Company (NYC), South Coast Repertory, and Old Globe Theatre, among others. His play *The Jammer* received a Fringe First Award for Best New Writing at the Edinburgh Fringe Festival (2004) and was recently produced Off-Broadway at the Atlantic Theater Company as part of its 2012-2013 season. He has written several short plays for the Actor's Theatre of Louisville's Humana Festival, including *Sovereignty*, *Ron Robby Had Too Big A Heart*, *The Mercury and the Magic*, *Extremely*, and *Chronicles Simpkins Will Cut Your Ass*. He has written for the television shows *Weeds*, *Friday Night Lights*, and *Boardwalk Empire*. His *Friday Night Lights* episode, "The Son," received an Emmy Award Nomination for Outstanding Dramatic Writing and was named by *Time Magazine* as the best episode of television for the year 2010. He is currently writing for the AMC crime drama, *Low Winter Sun*; adapting the musical *American Idiot* for Universal Pictures; and developing *Knifeman*, a serialized drama also for AMC. MFA: Yale School of Drama, 2004.

Meg Miroshnik's plays include *The Fairytale Lives of Russian Girls*, *The Droll* {A Stage-Play about the END of Theatre}, *The Tall Girls*, and an adaptation of the libretto for Shostakovich's *Moscow, Cheryomushki*. She is the recipient of a 2012 Whiting Writers' Award.

Her work has been developed or produced by the La Jolla Playhouse, O'Neill National Playwrights Conference, Center Theatre Group, Pacific Playwrights Festival at South Coast Rep, the Sallie B. Goodman fellowship at the McCarter Theatre Center, Alliance Theatre, the Kennedy Center, Lark New Play Development Center, Chicago Opera Theater, the Moscow Playwright and Director Center, Washington Ensemble Theatre, Yale Cabaret, Perishable Theatre, WordBRIDGE Playwrights Laboratory, One Coast Collaboration, and published in *Best American Short Plays, 2008-2009* (Applause, 2010). *The Fairytale Lives of Russian Girls* was a finalist for the 2012 Susan Smith Blackburn prize and winner of the 2011-2012 Alliance/Kendeda Graduate Playwriting Award.

Upcoming projects include productions of *The Fairytale Lives of Russian Girls* at Yale Rep and *The Tall Girls* at Alliance Theatre (directed by Susan V. Booth, March 2014) and commissions for new plays for South Coast Rep and Steppenwolf. She holds an MFA in Playwriting from the Yale School of Drama where she studied with Paula Vogel.

Amelia Roper is an Australian playwright living in the US. Her work has been developed by the Old Vic in London, Oregon Shakespeare Festival, Berkeley Repertory Theatre, Bay Area Playwrights Festival, the American Theater Company in Chicago, National New Play Network at the Kennedy Center, and the Moscow Playwright and Director Center in Russia. Her plays include *She Rode Horses Like the Stock Exchange*, *A Duck on a Bike* (Yale School of Drama); *Hong Kong Dinosaur* (Melbourne Theatre Company, Yale Cabaret); *Big Sky Town* (St. Martins Youth Arts Centre, the Melbourne Arts Centre, and published in 2009); and *Camberwell House*, a short play produced nine times in Australia, the US, and the UK, and published in 2012. Awards include the Cheryl Crawford Scholarship, the Howard Stein Scholarship, the Australian MUST National Student Award, the St. Martin's Emerging Playwrights Award, the Dame Joan Sutherland Cultural Award, and two Ian Potter Cultural Awards. She is a proud member of the Dramatists Guild of America.

Sarah Ruhl's plays include *The Clean House* (Yale Rep, world premiere, 2004; Susan Smith Blackburn Award, Pulitzer Prize finalist, PEN/Pels Foundation Award), *Dead Man's Cell Phone*, *Demeter in the City* (NAACP Image Award nomination), *Eurydice* (Yale Rep, 2006), *In the Next Room (or the vibrator play)* (Pulitzer Prize finalist; Tony Award nomination, Best Play), *Late: a cowboy song*, *Orlando*, *Melancholy Play*, *Passion Play* (Yale Rep, 2008; Fourth Forum Freedom Award from The Kennedy Center), *Stage Kiss*, and *Dear Elizabeth* (Yale Rep, world premiere, 2012). Her plays have been performed at Arena Stage, Clubbed Thumb, Cornerstone Theater, Goodman Theatre, Lincoln Center Theater, Madison Repertory Theatre, Piven Theatre Workshop, Playwrights Horizons, Second Stage Theatre, Woolly Mammoth, Berkeley Repertory Theatre, and The Wilma Theater, among other theatres across the country. Her plays have produced internationally and translated into Arabic, German, Korean, Norwegian, Russian, and Spanish. Sarah is originally from Chicago and received her MFA from Brown University, where she studied with Paula Vogel. She is the recipient of a Helen Merrill Award, Whiting Writers' Award, PEN/Pels Foundation Award, and a MacArthur Foundation Fellowship. She is a proud member of New Dramatists and 13P and is an Associate Artist at Yale Rep.

Lucy Thurber is the author of ten plays: *Where We're Born*, *Ashville*, *Scarcity*, *Killers and Other Family*, *Stay*, *Bottom of the World*, *Monstrosity*, *Dillingham City*, *The Locus*, and *The Insurgents*. *The Insurgents* was produced at the 2011 Contemporary American Theatre Festival. *Bottom of the World* opened the 2010-11 season at The Atlantic Theater Company. In 2009, a reworking of *Killers and Other Family* was directed by Caitriona McLaughlin for Rattlestick Playwrights Theater. Lucy wrote the text for *QUILXOTE*, conceived and directed by Lear deBessonet, a site-specific performance with the Psalters made for and with The Broad Street Community. Also with Lear deBessonet and produced by 13P, *Monstrosity*. The Atlantic Theater Company opened its 2007-08 season with *Scarcity*. Rattlestick Playwrights Theater has produced three of plays: *Where We're Born*, *Killers and Other Family*, and *Stay*. Rattlestick Theater, with Axis Theatre, Cherry Lane Theatre, and The New Ohio Theatre, will present Lucy's *Hill Town Plays* (*Ashville*, *Where We're Born*, *Scarcity*, *Killers and Other Family*, and *Stay*) in repertory as part of the inaugural Theater: Village Festival in 2013.

Lucy was a guest artist at Alaska's Perseverance Theatre twice, where she helped to adapt both *Desire under the Elms* and *Moby Dick*. She has had readings and workshops at Steam Boat Springs, Manhattan Theatre Club, The New Group, Primary Stages, MCC Theater, Encore Theatre Company, PlayPenn, Williamstown Theatre Festival, the O'Neill with WET, New River Dramatists, Soho Rep, and The Orchard Project. *Scarcity* was published in the December 2007 issue of *American Theatre* magazine. She is published by Dramatists Play Service. Lucy is an alumnus of New Dramatists and 13P and a member of the Labyrinth Theater Company. She has been commissioned by Playwrights Horizons, the Contemporary American Theatre Festival, and Yale Rep. She is the recipient of the Manhattan Theatre Club Playwriting Fellowship, the 1st Gary Bonasorte Memorial Prize for Playwriting 2008, and a proud recipient of a LILLY Award (2010). Lucy currently teaches at NYU and Sarah Lawrence College.

The Binger Center for New Theatre
FY13

	FY2013 Robina Budget	FY2013 Other Sources Budget	FY2013 Center for New Theatre Total	FY2013 Robina Grant Actuals	FY2013 Other Sources Actuals	FY2013 Center for New Theatre Total
Income						
Robina Foundation	1,064,000		1,064,000	1,091,968		1,091,968
Robina Production Enhancement Funds	60,000		60,000	120,000		120,000
Andrew W. Mellon Foundation		200,000	200,000		199,901	199,901
Other (Foundation, Individual, and University support) ⁽¹⁾		314,200	314,200		594,583	594,583
Grand Total Income	1,124,000	514,200	1,638,200	1,211,968	794,484	2,006,452
Expenses						
Literary Manager & Artistic Associate.						
Salary plus Benefits ⁽²⁾	154,400		154,400	131,756		131,756
Commissions (including musicals) ⁽³⁾	204,000		204,000	146,994	98,750	245,744
New Play and Musical Workshops	231,500	14,700	246,200	153,173	89,157	242,330
Production Expenses ⁽⁴⁾	474,100	200,000	674,100	468,944	380,724	849,668
YSD Lecturers for Musical Theater/YSD Playwriting Fellowships		69,700	69,700		119,674	119,674
YSD Key Staff Time ⁽⁵⁾		209,800	209,800	67,977	120,179	188,156
Production Enhancement Fund ⁽⁶⁾	60,000		60,000	120,000		120,000
Robina Indirect Costs			-	110,180		110,180
Binger Center Review		20,000	20,000	12,945		12,945
Grand Total Expenses	1,124,000	514,200	1,638,201	1,211,968	808,484	2,020,452

(1) Additional income for the project came from K Unterberg (\$50,000), D Johnson (\$50,000), Friends of YIMT (\$3,000), NEA (\$21,218), Beinecke Playwriting Residency Endowment (\$43,078), and General Operating (\$427,287)

(2) 2012 Proposal budget assumed 100% for both these positions; charged salary and fringe to reflect actual effort of Literary Manager (85%).

(3) Commission fees are fluid, depending on when drafts are completed, and extend over fiscal years

(4) Actual productions larger than scope of productions in 2012 proposal budget

(5) Key Staff Time reflects charging of Associate Artistic Director salary and fringe to reflect actual effort (50%), as opposed to 75% submitted in 2012 budget proposal

(6) Production Enhancement Fund supported *Marie Antoinette* at American Repertory Theater, *Belleville* at New York Theatre Workshop, and *POP!* at Firehouse Theatre Project

NOTE: In order to simplify the accounting process going forward, all FY2009 grant monies and the FY2012 supplement have been spent as of this report. Therefore, Binger Center income for FY2013 has been encumbered to cover outstanding second payments for commissions given during the grant period, Robina enhancement funds yet to be spent, and production reserves.

The Binger Center for New Theatre
FY13

Income	FY2013 Robina Budget	FY2013 Other Sources Budget	FY2013 Center for New Theatre Total	FY2013 Robina Grant Actuals	FY2013 Other Sources Actuals	FY2013 Center for New Theatre Total
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to be spent,

→ End of 3 of 5 (2015)

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Johnson-Endow

Yale

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not sure why there?

Yale School of Drama/Yale Repertory Theatre

Center for New Theatre Annual Report

July 29, 2013

Financial Information

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The Binger Center for New Theatre Funds Report as of June 30, 2013

Overall Endowment Performance FY12-13

Yale's endowment earned a 12.5% investment return for the year ending June 30, 2013. The endowment value grew from \$19.3 billion on June 30, 2012 to \$20.8 billion on June 30, 2013. The University benefited from investment gains of approximately \$2.3 billion and spending distributions of more than \$1.0 billion. Spending from the endowment for Yale's 2014 fiscal year is budgeted at \$1.05 billion, representing approximately 35% of the University's net revenues. The University's longer term results remain in the top tier of institutional investors. Yale's endowment returned 11.0% per annum over the ten years ending June 30, 2013, surpassing broad market results for domestic stocks, which returned 8.1% annually, and for domestic bonds, which returned 4.5% annually. Relative to the estimated 7.8% average return of college and university endowments, over the past decade Yale's investment performance added \$7.0 billion of value in the form of increased spending and enhanced endowment value. During the ten-year period, the endowment grew from \$11.0 billion to \$20.8 billion.

The Binger Center for New Theatre Endowment Fund

Original Investment	\$15,000,000.00
Principal	\$15,000,000.00
Market Value	\$15,880,574.20
Expendable Income	\$ 751,435.20

The Binger Center for New Theatre Current Use Fund – Interest Bearing Holding Account, University General

Original Investment	\$3,000,000.00
Balance*	\$2,723,500.00

The Binger Center for New Theatre Current Use Fund – School of Drama

Balance*	\$ 276,500.00
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*As per Amortization Schedule, amounts to be transferred
to the School of Drama in September of each year:

Year	Principal	Interest	Total
2013	\$276,500		\$276,500
2014	\$305,030		\$305,030
2015	\$332,840		\$332,840
2016	\$354,220		\$354,220
2017	\$327,260		\$327,260
2018	\$301,840		\$301,840
2019	\$352,780		\$352,780
2020	\$330,680		\$330,680
2021	\$310,140		\$310,410
2022	\$108,710	\$189,090	\$297,800

July 30, 2013

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

Dear Penny,

Thank you for the opportunity to write to clarify my response to the Review Committee's Report and to address three key areas of our work:

1) a plan to involve playwriting students in the Binger Center; 2) a plan for the Production Enhancement Fund that builds on the experience to date; and 3) ideas about how to address the apparent lack of synergy between Yale Rep and Yale School of Drama.

In addition, I will explain my reticence about bringing a Review Committee to the Center more often than every five years.

First, though, I want to thank you and the board, and particularly Peter and Susan, for your articulate candor, and for your deep personal concern for the quality of our programming. Your investment is enormous, both financially and spiritually; your email and our subsequent phone conversation have led me to do some of the hardest thinking and soul searching that I have done in some time. For that, your reward is this rather long letter: your clearly expressed care deserves my most serious attention, and I am very grateful for the opportunity to share my thinking with you.

Second, I hope to dispel an impression I inadvertently created in my last communication, that my response to the Committee's report was dismissive and unhelpful. On the contrary, I believed then and I believe now that we, the staff of the Rep and the Binger Center, understand—both intuitively and by long experience—how to contextualize the

report and what to do to address its recommendations. The incompleteness of my response in May stemmed, in part, from my artistic training: when, as an actor, you understand the note the director has given you, it makes you want to go back to work and make the adjustment, rather than talk about it.

★ But in my current role, I should have informed you in much more detail of my confidence, which is born not of dismissiveness, but out of the fullness of my understanding of and compassion for my students and faculty. I could not, at the time of my response to the Committee, be as fully forthcoming as I might have liked, as I was in the middle of negotiating Jennifer Kiger's new role on the faculty, which is a key adjustment we have now completed. But I also realize that I owe it to you and the board to provide you with sufficient information to weigh the strategy and execution of synergy between the School and the Rep with more data points than the Review Committee could assess in one meeting with sixteen students, and another with five faculty, and I apologize for not having done so sooner.

In part, our exchange since the Review leads me to conclude that a weakness in the process, for which I take full responsibility, was that only Yale Rep/Binger Center staff worked on generating the materials shared with the Review Committee. Students and faculty should also have been involved, and I am sure they will be for the next review in five years. Had we engaged students and faculty in that process, and completed an inclusive self-assessment that had drawn them into dialogue about the Center, they would have brought more considered and nuanced observations to their meetings with the Review Committee. And while it is true that some faculty and students perceive they do not have in-depth knowledge of how the Binger Center works; in reality, they do experience the impact and the success of the Binger Center throughout their time at Yale School of Drama. The Binger Center's job is to undergird new play commissioning, development, and production and promote best practices in the School and field. This, I believe, and the report indicates, it is doing very well.

The strategy that aligns the Binger Center's work with the best outcomes for the School and Yale Rep, goes like this. The vast majority of Binger Center expenditures go toward the commissioning,

development, and production of new plays and musicals: these productions profoundly impact every program in the School of Drama, and you would be hard pressed to find a person on our campus in any department who does not believe that this work is integral to teaching theatre practice in the 21st century. And while it is true that student playwrights are not currently produced by Yale Rep, it is true (if poorly understood) that the Binger Center makes it possible for student playwrights to write alongside commissioned writers in Paula Vogel's Boot Camp, and to meet with the writers and directors of new plays working at Yale Rep. Similarly, relatively few faculty members are attuned to the precise workings of the Binger Center, but they know that their students benefit from acting in or stage managing workshops at the Yale Institute for Music Theatre, from working as production assistants on Center readings and workshops in New York, and from Yale Rep staff's quiet professional management of attendance by agents and literary managers at the Carlotta Festival of New Plays, written by playwriting students; and these are only a few of the points at which the Center is touching their lives, as you will see.

By necessity, by force of circumstance
 (Perforce) when you gather very small samples of students and faculty, as we did for the Review Committee, and the meeting is on a subject for which attendees haven't prepared, you can get some good information, particularly with respect to what people perceive. Still, in their conversations with me, Jennifer Kiger, and Amy Boratko, the Committee made it clear that they did not know how heavily to weight the information they were hearing from faculty and students. We're glad they included their observations, because we understood the dynamic in which the data surfaced. Having spent hundreds of hours in such face-to-face meetings with students and faculty over more than a decade, I consider such information very carefully. I know better than to think that because someone's got their facts wrong, there is no issue for me to address.

Bearing that in mind, with respect to (1) a plan to involve playwriting students in the Binger Center: I have to begin by noting that playwrights are already involved in the Binger Center, and they regularly remind me of the elements of their connection that they appreciate. We must do a better job of involving them.

Part of this will be informing them more clearly as to what the Binger Center does, and making it clear the advantages that are conferred upon them by the Binger Center and Yale Rep, including, for a meaningful percentage of recent graduates, commissions from the Rep. Jennifer Kiger will begin teaching a curriculum in professional practice next year (this was still being negotiated when I last wrote). We will reiterate to playwrights that all rehearsals of Binger-funded plays at the Rep are open to all students who wish to observe, and I will personally encourage each playwright to shadow one rehearsal and production process each year—in the past, several eager playwrights have been assistants to directors or playwrights in production and found the experience valuable. I will continue to encourage such activity, though I will not force it, given the playwriting students' need for writing time (more on this later). I will make explicit connections among the School's innovative curriculum in critical discourse, taught by MacArthur Fellow Liz Lerman; our revamped curriculum in rehearsal process for first year actors, directors, dramaturgs, and playwrights; the curriculum in leadership, including learning agility; and the work of Yale Rep staff with directors and playwrights, all of which are areas we strive to align more effectively each year.

As to 2) *a plan for the Production Enhancement Fund that builds on the experience to date*: I believe we are on track in its evolution, and where we expected to be. We noted in our 2011 application that we would be spending the Production Enhancement Fund more rapidly as more commissions came in. The rate of draft submissions has risen this year, and we have a significant number of completed drafts of plays that we will be unable to produce, so we are confident that we will continue to identify strategic uses of these resources.

What might those uses be? We cannot know yet. We've seen evidence that the Production Enhancement Fund is useful to add powerful elements or scale to production of particular plays that can allow them to succeed more fully. We've seen evidence that the Fund can also give writers a chance to revisit or complete the work, in the case of *POP!* In the case of *Marie Antoinette*, we have seen on two occasions, that significant resources have induced other theatres to present plays they would not otherwise produce, and in one case, led a partner theatre into a matching fundraising campaign which will further leverage the Binger

resources. All of these are valid uses of the Fund to which we shall remain open. All of them serve the Center, its writers, and their work.

While the Review Committee suggests implicitly that the Fund is so inherently innovative that we should think hard about a specific program for it, I would argue that by not determining a rigid program early in its life, we are allowing it to function as venture capital—not to be invested for profit, but to be invested for the maximum benefit of Binger Center writers and their work. This is a fund about generating and taking opportunities, not about establishing a formal program. Unlike other new play programs, including those from which some of our colleagues on the Review Committee come, the hallmark of the Binger Center is to be flexible in response to artists—we believe in the voices of the writers, and in our partnership with them.

Virtually every theatre in the United States has all of its monies committed (and nowhere near all of them raised or earned) before every season begins. Having a flexible capital fund puts Yale Rep in a class by itself; and having that fund available to serve production needs of writers at theatres other than our own is a huge advantage to those with whom we work. If we were to put all our eggs in a particular program basket so early in our work, I believe we would run the risk of being just like every other new play program in the country: overcommitted, without options, and flogging a particular mode of creating art, at a time when our field is crying out for institutions that are nimble. In other words, the Fund's flexibility is actually its strategic competitive advantage.

The Fund still faces challenges: ^① partner theatres are tempted to think of Yale's investment as a grant that drops straight to their bottom line, and we have to hold the line on negotiating real benefits for the writer. We ^② also have to be careful of reputational issues: ensuring meaningful credit for the Binger Center and Yale Rep reinforces the Center's reputation in service of the writers. These issues will never go away and must be managed carefully, but the fact that we are in such negotiations on behalf of our writers and our reputation with several theatres every year, is part of what makes Yale Rep the place where virtually every writer who wants a commission, wants to work.

With respect to 3) *ideas about how to address the apparent lack of synergy between Yale Rep and Yale School of Drama*, I think it is incumbent on me to give you a fuller picture of my perspective on this, particularly because perceptions of synergy vary significantly throughout our community, and have since Yale Rep's founding in 1966.

Nine School departments (Acting, Design, Directing, Dramaturgy, Playwriting, Stage Management, Sound Design, Technical Design and Production, and Theater Management) have different relationships to the Rep.

All student actors understudy (including for new plays), while five to ten are cast on the mainstage each year; others participate in readings and workshops, particularly YIMT; they participate in those rehearsal processes with the company from the first day of rehearsal until the last day of performance;

Virtually all designers work at Yale Rep, usually as assistants in their first and/or second year, and typically in their third year as the designer of set, costume, lights, sound, or projections for a new or canonical work;

Directors assist on at least one production at Yale Rep, sometimes more, and when productions move to other theatres, often go with them;

Dramaturgs work as readers in the Literary Office, and production dramaturgs at Yale Rep, fully engaged in rehearsal and production for all shows, and contributing invaluable material to the printed program;

Playwrights share workshops in Boot Camp with Yale Rep writers, regularly meet with produced writers, occasionally assist directors or playwrights, and upon graduation are eligible for commissioning by Yale Rep;

Stage Managers progress from production assistants to assistant stage managers to stage managers both at Yale Institute for Music Theatre and (in their third year) for Yale Rep productions, including new plays and musicals;

Sound Designers work regularly at Yale Rep as engineers and assistant designers, and typically design one show, including new work, in their third year;

Technical Designers and Production Managers serve as Master Electricians, Assistant Prop Masters, Associate Production Supervisors, Assistant Technical Directors, and Technical Directors, among many other roles, on all Yale Rep productions;

Theater Managers are connected to all areas of Yale Rep's management, including as House Managers, Company Managers, Associate Managing Directors, in grant writing and marketing of plays new and old.

Virtually all students serve as ushers and members of the stage run crew for performances. For many, this is their first experience of professional production, and an invaluable cross training tool. All students have free tickets to Yale Rep and many attend productions more than once. Six times each year (with each Yale Rep show), the entire School gathers near the beginning of rehearsal to meet and hear from the creative team about the thrust of the production, and six times a year, at or near the end of a show's run, students convene and lead large scale discussions of each play and production, over lunch.

In addition, Yale Rep draws high-powered artists to the School community as faculty: I think it likely they would not be committed to the School if it did not also run Yale Rep and offer their students opportunities that far outstrip other programs. Michael Yeargan (Tony Winner), Liz Diamond (OBIE Winner), Evan Yionoulis (OBIE Winner), Lynn Nottage (Pulitzer and MacArthur Winner), Paula Vogel (Pulitzer Winner), Sarah Ruhl (MacArthur Winner), Jennifer Tipton (MacArthur and Tony Winner)—these are just a few of the faculty who have worked alongside students at Yale Rep and who teach them across the street at the School of Drama. The fundamental premise of Yale School of Drama is that there's no substitute for collaborating in a multigenerational community of artists across a range of production opportunities all of which are professional in quality, whatever their budgets may be. But without Yale Rep, there's no reason for these faculty to make the trip to New Haven—it would be much easier to commute to NYU.

What tends to lead people, particularly our students, to the assertion that there is a lack of synergy, is the understandable perception that these production opportunities are not all equal (which they aren't, especially in terms of budget). I am on a long term, iterative mission, to create a dynamic in which the students can still see the assignments as equitable, within the scope of opportunities available across the School and Rep. Every year, we graduate 1/3 of our students, losing almost a quarter of our institutional memory. So the project of informing them never ends, happily. And students have significant areas of training related to their disciplines that occupy their attention, and are even more important than their cognizance of the School and Rep's synergistic strategies.

Key faculty and I, on the other hand, are keenly aware that different students have different levels of responsibility at Yale Rep. In general, students in managerial and production disciplines that have more indirect impact on the artistic experience are given more responsibility, and therefore such students are more drawn to the School of Drama by production opportunities at Yale Rep, than by the smaller scale opportunities in the School itself. Early career actors, directors, and playwrights, on the other hand, are much less likely to be given primary artistic responsibility at Yale Rep—the fit has to be wonderful, and that is not an everyday occurrence. For some students, this creates a perception of inequity.

For students in artistic disciplines, faculty believe strongly that the opportunities with less responsibility at Yale Rep are still meaningful, and that these gifted artists benefit enormously from the presence at the School of a large cohort of such gifted management and production students, drawn more directly by the Rep. The latter cohort are the primary engine of production opportunities for actors, directors, and playwrights at the School of Drama, opportunities that are unrivalled by any training program in the nation. Such opportunities include faculty-mentored productions at the School. They also include work at Yale Cabaret, where students (as adult learners) set their own artistic agenda: these are, according to our data gathered every five years, the most satisfying experiences that students have at YSD.

This is not because the Rep and School have no synergy. It is because all students have been drawn by the opportunities of the School and the Rep into the only graduate training program in the nation that provides them with gifted peers in every discipline. Moreover, we know adults value their learning experiences more highly when they determine the course of their own study, so while a vast majority of YSD students rate highly their experience at the Rep (where I set the agenda), the cohort taken as whole will likely always have deeper appreciation for the work they create in the Cabaret in a sense of shared agency with their peers. This is a good thing.

To maintain Yale Rep's professional standing and contribute to the wider field, which does advantage the School, as we have seen, the Rep must maintain a uniformly high standard of work. If the Rep were to regularly produce the work of all student playwrights, for example, it would actually be taking not only a professional but also a pedagogical risk: our playwriting program is focused on introducing students to writing for a variety of media, and to becoming more expressive and comfortable in their own voices. They have an enormous number of writing assignments and class responsibilities: the odds that they can complete a play worthy of production in a professional venue as large as Yale Rep are very small. It would be unfair to produce writers whose work is not ready to be reviewed professionally. Moreover, to privilege the one playwright who might accomplish this every three or four years (in my observation) is to create two classes of playwrights within the School: the produced and unproduced. The School has tried this in the past—it was divisive at the time, and turned out to have offered no particular career advantages to those writers whose work was selected for Yale Rep production before it was truly ready.

In addition, no two departments are alike. Playwrights are the only students at the School who attend tuition free and receive a year-round stipend. We recognize that what they need most is time, and what they need second most is productions; we give them three years and multiple productions at the School. Actors need to act: they can appear in as many as 20 productions in three years. We could go further down the list, but the bottom line for me is this: the goal is not for each department to have exactly the same synergy with Yale Rep. The goal is to use the multiple synergies of Yale Rep and the School of Drama to

make each department the best in its field. The risk to the whole is that one link in the chain might be weaker. We admit students to nine programs that compete with as many as 20 other schools, and my most important job is to make sure that the best students come to us in every program. Therefore, comparisons that students make to between or among programs within the School of Drama are meaningful, but they are less meaningful than comparisons they might make to training programs in their discipline at other schools.

Does that mean that we manage the School to the lowest expectation? No. Once students matriculate (and more than 90% of those we admit matriculate, a measure suggesting that each of our nine programs is first in the nation), we have a responsibility to give them the best program we possibly can. To that end, we evaluate every course; we read every evaluation; we revise the curriculum (twice, so far in my eleven year tenure); and the Deans meet face to face with students multiple times throughout each year, as well as with students by discipline at the end of each year.

Every year, in these conversations, we pick up on student interests and suggestions and make adjustments to meet every reasonable request. We spend so much time with our students listening to what they think, because we are committed to constant improvement, and because that time also offers an opportunity for us to put our own ideas out there, to address feelings of inequity, and to build greater awareness and consensus around shared objectives and mutually reinforcing priorities.

That's an overview of the strategy based on synergy.

But as a business school professor would tell you, "Culture eats strategy for breakfast."

The culture of the School of Drama is artistic: value driven, dreamy, impassioned, magnificent, sometimes self-interested and quixotic, mostly loving and appreciative, sometimes easily bruised. Even in a value driven system, good values can be in tension with each other: artistry can be contentious, and the needs of the community do not always harmonize with the desires of the individual. Moreover, in a community of more than 350 people, it's virtually impossible to bring

everyone around to similar points of view: and, being artists, if we were to achieve this result, we would distrust it.

Indeed, we are clear with students that we don't expect them to like everything they experience at Yale Rep, nor do we expect them to replicate our work. Constant generosity toward others and their processes is the predominant experience in the culture. Truly, as a professional conservatory with a professional theater imbedded in it, we are best at inculcating processes that will serve students throughout their lives. In this we are not alone—most productions of most new plays are not successful, and do not go on to multiple productions around the country. Great theaters are like baseball's lifetime .300 hitters: failing seven out of ten times makes you a star. Samuel Beckett's apt injunction pertains: "Ever tried. Ever failed. No matter. Try again. Fail again. Fail better."

Yet in an environment where we are trying and failing and failing better, the culture of the School can, at its weakest, lead to quick negative judgments, as well as unsurfaced and unresolved conflicts. Such conflicts and judgments, I believe, do the most to impede the community's shared appreciation of synergy, which is vital to our highest functioning. We currently have a student/faculty/staff committee working on this subject with a report coming in the fall. We have Liz Lerman returning to Yale next year to teach another class of students—and the faculty, this time—her methods of critical response, and we have an expert on learning agility coming to work with students in the winter of 2014.

As we become a more intentionally communicative organization, I believe students and faculty will have a clearer understanding of what they know and don't know about the functioning of the Binger Center and Yale Rep, and particularly that they will better understand the complicated nexus of their own experience of productions, processes and institutional dynamics. Such an understanding will help them to identify, and be comfortable in direct conversations, with respect to material they appreciate, that they have questions about, of which they have a critical view, and about which they want to make suggestions. We'll progress faster in our work as a result.

And now, to the question of the Review Committee coming back sooner than five years:

Our purpose in proposing the Review Committee convene every five years, was to create a proactive timetable of assessment of mission, strategy, and programming. This is a timetable roughly twice as frequent as is typical of academic institutions. Any external review is, to my knowledge, unique among professional theaters in the English-speaking world. We also believed the Committee would observe from a disinterested perspective whether Yale's management of the Center, and its resources, was mission driven and relevant to the field.

In candor, my consideration of calling the Review Committee back sooner than five years has been colored first by the very positive feedback of the Committee with respect to the overwhelming majority of the Center's work, and by the sense, conveyed orally by the Committee to me and Jennifer Kiger and Amy Boratko, that the Committee didn't really know what to make of its meetings with students and faculty. My consideration has also been colored by my desire to get on with the work of serving the School, the Rep, the Binger Center, and the artists better, and my eagerness to preserve the sense of mission and momentum that our staff has generated. We view the tasks ahead of us with humility, and based on the report, we view our capacity to make significant contributions to the field with confidence.

More to the point, though, in my heart of hearts, I think it would be a significant waste of time and money to bring the Committee back before five years have passed. The reporting process already in place happily brings us each year to address openly all the issues that have been raised to date in the five years of our partnership, and we will continue to address such issues openly and fully, including those implicit and explicit in this report, over the course of the next five years.

In sum, we have assembled a talented and driven group of managers at the Rep. All of us make both annual and on-the-fly adjustments in programming. We invited very qualified people to visit us as a committee this year. There were no major issues flagged in their report. As one would hope in such a report, nothing the Review Committee said surprised us, although we realized that we had missed the opportunity I

described, by not convening faculty and students before the Committee arrived in New Haven.](?)

Looking forward, given that we are in regular contact with members of the Committee and every major figure in new play production in the United States, it is most unlikely that there will be a strategic issue that would emerge in five years' time that we would not observe and respond to of our own accord.

The relationship of the School to the Rep is so unique and complex, that no current committee member is qualified to advise us on its management (they were recruited for different expertise), and we have already recruited experts in such cultural conversations to address the issues at the heart of the Committee's observations about students and faculty, to offer ongoing workshops in critical discourse and learning agility that will strengthen our culture. Five years seems like a reasonable window of opportunity in which we might be able to shift the School's culture effectively, and it may also make sense for us to include a conservatory-based educator as a Review Committee member in five years. *

For now, though, we have big programmatic tasks in front of us: significant further fundraising, for sure, and all the commissioning, development, and producing that lie ahead. I firmly believe that five years of conscious application to making things better on the terms that we are best positioned to identify, is a better use of our time, than bringing independent observers up to speed on the synergy of the School and Rep, and the nuances of our culture.

Before finishing, I note that a strain of our conversation with Peter and Susan involved the question of how the Robina Foundation evaluates its work. As a programmer myself, I have real empathy for your need to answer this question, and I believe it is an important one.

Your foundation has made an enormous bet here of more than \$20 million dollars, and assessing how good a bet it has been could help determine the future of your significant philanthropy. I don't think the Review Committee is in a position to help you answer this question—these are new play experts. I believe the key markers of whether your

investment is transformational would be more readily apparent to people versed in strategy and organizational behavior.

Now, I'm not disinterested, but I think you've made a great bet, for these reasons.

First, the remarkable Jim Binger picked Yale, which has tremendous financial and intellectual leverage to add to any investment you make. Second, in choosing, at Yale, the School and Yale Rep, you picked an operation that has a permanent need and ability to use your money to recruit the finest writing talent in the nation—we will never stop doing new theatre, and our students will always be there with us. Third, the permanence of Yale University and its thirst for excellence makes your money a community magnet for art and a thought-leading gift—your investment is in the vanguard of many such investments at universities in the decades to come, as communities de-fund medium sized arts organizations, and large arts organizations become increasingly commercialized. Fourth, your timing was incredible: you took a theater on a slow path up—perhaps, in the current economy, in danger of falling down—and rapidly leveraged its national prominence, with the prospect of further upside over time.

These, to my eye, are the enduring virtues of the philanthropy that you have engineered thus far.

And as I assess the biggest threat to your investment, it is that Yale will not be able to be to follow suit quickly enough by capitalizing new facilities for the School, and particularly a new theater for Yale Rep. Our need is critical, and such a facility would have enormous capacity to increase our programming's national impact from its first production onward. Still, our ability to generate capital from among YSD alumni is limited.

But Yale has a new president in Peter Salovey, who is a musician himself and deeply committed to the arts. He has brought new energy to our efforts to transform the YSD/YRT campus. Down the road, additional investment from Robina, perhaps negotiated with President Salovey directly, could do a great deal to leverage the University toward completing this project, bringing new donors on board, and enhancing

More
\$



your strategic investment. It is my hope that during your next visit to New Haven, the board might be interested in exploring this possibility for the future. I am sure that Peter would be most grateful for the opportunity to discuss such a prospect with the Foundation.

I know I have, at this length, risked tasking your patience, but the important subjects that you raised deserve an in-depth response. In closing, let me say again how grateful I am that you and the board asked me to reply in more detail. I appreciate the opportunity to address your concerns, and I look forward to our ongoing conversations.

Sincerely yours,

James Bundy

**Robina Foundation
Human Rights Fellowship Initiative**

Assessment Report



Yale Law School

Submitted by

**James Silk, Clinical Professor of Law
Executive Director, Orville H. Schell, Jr. Center for International Human Rights**

and

**Katy Lawder, Coordinator
Robina Foundation Human Rights Fellowship Initiative**

July 2013

Preface

With assessment and monitoring systems for the Robina Initiative essentially in place, the emphasis in 2012-13 shifted away from system development to the more routine implementation of assessment activities and data management.

* | The creation of the human rights database has added significantly to the ability of the Schell Center to systematically collect and analyze information about the human rights community currently at the Law School, as well as the larger, more dispersed community of recent graduates. In previous reports, we relied largely on qualitative data because that is what was available; in this report, we will explore for the first time some of the ways that the database can complement these qualitative efforts.

* In addition to ongoing monitoring and assessment activities, we have also initiated and made progress on a new project, the Guide to International Human Rights Resources at Yale. The Resource Guide will consolidate and centralize information about human rights-related activities throughout the university, whether in the form of individual courses (undergraduate and graduate) or in the form of research and events at various university centers and institutes. This project is not yet completed but will be included in our Assessment Report for 2013-14.

① In this report, we will first offer a brief explanation of the human rights database. We will
② then turn to the various categories of Robina Foundation support, including Summer Fellows, JD Scholars, Post Graduate Fellows, and Visiting Fellows. And finally, we will examine a few
③ examples of the way in which the Robina Foundation has leveraged and strengthened the robust human rights community that exists at the Yale Law School.

I. Human Rights Database

The structure of the human rights database was significantly expanded this year. Working with the Law School's Information Technology Department, we amended the structure to include contact information and employment history. The process of entering new information will continue, both to complete and update records on existing individuals, as well as to enter and update records for students who will be added to the system every semester and every summer. By updating the records regularly, we will make the human rights database a valuable resource for the Schell Center, with several basic functions: monitoring, outreach, and analysis.

The database is fully functional and utilized regularly for basic monitoring purposes. In the past, information on individual students and alumni had been stored primarily in separate word documents, preventing the sorting, grouping, or searching of the data. The database is an easily accessible, easily manipulated centralized source of information on all individuals involved in human rights at the Law School, and we are able to follow them as they move forward into their professional careers. It is a very useful monitoring tool for tasks such as: generating reports; maintaining contact information; storing and consolidating written documents (there is an attachment feature); and documenting and compiling class lists.

We have also begun to use the human rights database for the purpose of outreach. The first Yale Law School human rights community email blast was sent out this spring to invite more than 800 of our "human rights graduates" to this year's Bernstein International Human

Rights Symposium. The alumni email also extended an invitation to a reception held on the first evening of the Symposium to honor former Law School Dean and Schell Center Director Harold Koh with the unveiling of his portrait. Professor Koh chose to schedule this event to coincide with the Bernstein Symposium, underscoring his commitment to the human right program at the Law School. A number of graduates who learned about the event from the mass email attended. And, among those who wrote to say that they could not attend, the response was uniformly positive. Responses from alumni who were not able to attend the event included:

"I was pleased to receive the email and it was great to hear from you. It sounds like you and Schell are doing wonderfully!"

"I would like to be part of the list...."

"Great to see this initiative and glad to be on the mailing list. I can't attend this event, but will be interested to hear what plans are going forward."

"It is wonderful to see that the things that were most important to me.... while at Yale - some of which we helped establish like the Clinic - are still going strong. ... I regret that we will not be able to attend the Symposium and Portrait unveiling. Keep up the great work and please keep us informed."

Now that the human rights alumni email list is in place, additional emails can easily be sent to the entire group for a variety of purposes. In addition, specialized email lists can be generated on the basis of a number of different categories and combinations: for example, all graduates from a particular graduating class; all graduates who have worked in a particular geographic area; or all graduates who share specific professional affiliations.

In addition to providing a powerful mechanism for outreach and community building, the human rights database can be used – cautiously – for data analysis. Employment history might have the most interesting potential, but there are important caveats. The numbers are small, and sometimes employment data is incomplete or not current.

Employment information is obtained from a variety of sources. The Law School's Career Development Office (CDO) works closely with graduating students as they seek employment their first year out. Students are asked to make their employment information available to the rest of the Law School community, but not all of them choose to do so. The final list usually contains approximately two-thirds of the graduating class, and this is what the Schell Center uses as the basis for first-year-out employment information for the human rights database.

CDO also maintains a networking website with information provided by those Law School graduates who have agreed to serve as "mentors". This site contains work history, interests and contact information and is open to students and other alumni. The Schell Center has access to this information, but much of it is not current. Websites such as LinkedIn or Martindale's have proven to be useful, but it is not always possible to confirm that employment information is current. Even with these limitations, it is worthwhile to explore the employment history of some of the graduates in the database, and it is clear that a substantial number of them are engaged in activities that support the public interest. We remain grateful for the Robina

Foundation for its support of these individuals, both while they were in law school and in the crucial first few years after graduating.

II. Summer Human Rights Fellowships

This year, we were able to provide opportunities for 38 students to pursue fellowships in human rights during the summer¹. The 2012 summer human rights fellows were comprised of: one student from the Class of 2015 (whose class year recently changed because he decided to pursue a joint degree from the School of Management); thirty students from the Class of 2014; four students from the Class of 2013; one student from the Class of 2012; and two graduate students from other Yale schools. There were five students who split their summers between two different placements.

These 2012 Summer Fellows worked in 23 foreign countries, including Bangladesh, Cambodia, Canada, the Czech Republic, Ecuador, France, Guatemala, Hungary, India, Israel, Jordan, Kosovo, Mexico, Nepal, The Netherlands, Rwanda, Sierra Leone, South Africa, South Korea, Sri Lanka, Turkey, Uganda and the United Kingdom. Seven Summer Fellows worked in the United States, in several cases splitting the summer between a U.S. placement and a placement abroad. Among law students, there were placements in 41 different settings.. The full listing of 2012 Summer Human Rights Fellowships is attached as Appendix A.

Summer Fellows worked in a wide variety of organizations and institutions, including both places with a long history of hosting Yale Law School Summer Fellows and new locations that students identified and contacted. The human rights database can be organized by Summer Fellowship host organization, enabling us to easily see Robina Summer involvement in a specific organization over the course of a number of years.

Many of the organizations that hosted 2012 Summer Human Rights Fellows have hosted Summer Fellows in the past (note that host organization affiliation often pre-dates the Robina grant, but we are looking only at the period starting in 2008):

- The **American Civil Liberties Union** of Southern California hosted one 2012 Summer Fellow (and two in 2011);
- The **Center for Constitutional Rights** hosted one 2012 Summer Fellow (and one in 2011);
- The **Center for Microfinance** in India hosted the same person in 2011 and 2012;
- The **International Justice Mission** hosted one 2012 Summer Fellow in Uganda (and one in the Philippines in 2011, one in India in both 2007 and 2008, and another in Rwanda in 2008);
- The **Alternative Law Forum** in India hosted a 2012 Summer Fellow (and one each in 2008, 2009, 2010 and 2011);
- The **American Bar Association Central European and Eurasian Law Initiative** (CEELI), hosted a 2012 Summer Fellow in the Czech Republic (and one in Kosovo in 2008 and again in 2009);
- The **Documentation Center of Cambodia** hosted a 2012 Summer Fellow (and one each in 2008, 2009 and 2011);

¹Two more than were reported in the annual report, due to categorizing differences

- There were two 2012 Summer Fellows at the **Iraqi Refugee Assistance Project**, one working in Turkey and another in Jordan;
- **La Hermandad Educativa** in Guatemala hosted a Summer Fellow in 2012 (and one in 2008);
- **Lawyers for Human Rights** in South Africa hosted a 2012 Summer Fellow (and one in 2011);
- **Timap for Justice** hosted a 2012 Summer Fellow in Sierra Leone (and two in 2009, and one in 2011);
- **University of Palermo (Argentina), Center for Freedom of Expression & Access to Information** hosted a 2012 Summer Fellow (and one in 2009);
- **The World Bank** in Washington, D.C., hosted three Summer Fellows in 2012 (and two in 2011).

Other Summer Fellowship placements developed largely by students for 2012 include:

- Asylum Access Ecuador
- Connecticut Commission for Human Rights and Opportunities
- Global Witness (United Kingdom)
- Indego Africa (Rwanda)
- Mental Disability Advocacy Center (Hungary)
- Miguel Agustin Pro Juarez Human Rights Center (Mexico)
- NAACP Legal Defense Fund (Washington, D.C.)
- Public Interest Law and Policy Group (Washington, D.C.)
- Texas Civil Rights Project
- University of Pretoria, Centre for Child Law (South Africa)
- Walter & Duncan Gordon Foundation (Canada)
- Worker Rights Consortium (Bangladesh)
- UNDP, Support to Participatory Constitution Building (Nepal)

Foreign and International Courts and Institutions of International Criminal Justice: Most years, several Summer Fellows go to various institutions of international justice and to a number of constitutional courts that handle significant human rights dockets, and 2012 was no exception. There were:

- Three Summer Fellows at the Supreme Court of Israel;
- One Summer Fellow at the Constitutional Court of Korea;
- One Summer Fellow at the Extraordinary Chambers in the Courts of Cambodia (the ECCC);
- One Summer Fellow at the Documentation Center of Cambodia (DC-Cam, an organization that has worked for accountability for the crimes of Cambodia's Khmer Rouge period and cooperates with the ECCC);
- Two Summer Fellows at the European Court of Human Rights, one of whom also spent part of the summer working at the NAACP Legal Defense Fund; and
- Two Summer Fellows at the International Criminal Tribunal for the former Yugoslavia

In last year's Assessment Report, we looked at the frequency with which the Summer Fellows pursue summer positions at foreign courts and institutions of international justice, as a percentage of the total Summer Fellowship pool. The chart below shows the percentage of Summer Fellows working at these institutions each year from 2007 to 2012. We see that the percentage of placements in the summer of 2012 has decreased slightly. Note that the chart represents percentages of placements, not numbers of individuals.

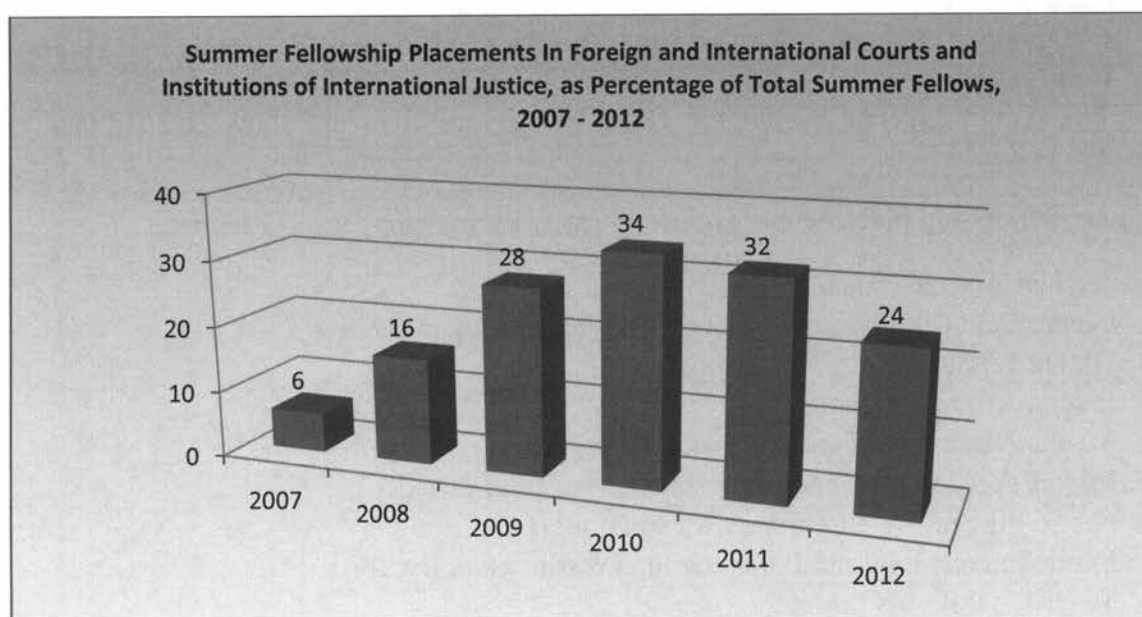


Figure 1. Percentage of Summer Fellows Placed in Foreign and International Courts

Again, we are working with extremely low numbers, and minor fluctuations have little, if any, statistical significance. However, it is clear that Summer Fellowships at foreign and international courts and institutions of international criminal justice continue to be of great interest to students; this makes it especially gratifying that a number of students can look forward to opportunities to receive Robina Foundation support to work in some of the same institutions after law school. In fact, as we will explain in more detail below, all the Robina Post-Graduate Fellows for 2013-14 will be located at institutions of international human rights or criminal justice.

2012 Summer Human Rights Fellows: Qualitative Interviews

As part of the ongoing assessment process, we interviewed a total of 21 Summer Fellows about their experiences, using the interview protocol that we developed last year. We found that, as in previous years, the Summer Fellowships supported by the Robina Foundation are a significant part of students' education, sometimes in ways that are difficult for them to articulate:

"I had a very difficult time describing my summer experience to friends, classmates, and interviewers...[H]ow could I possibly describe 9 weeks, 28

million people, a rich, vibrant, and diverse culture, and the experience of a country in transition in a casual conversation? I couldn't find the proper adjectives to give justice to what I experienced. So many of the things I learned this summer were intangible and well, too complex to succinctly fit into two or three sentences. I usually settled for a brief response that fell along the lines of, 'Where do I even begin?'"

Even if the impact of Summer Fellowships can be difficult to articulate, clearly they have significant impact. To complement the interviews and to try to quantify the impact of the Summer Fellowships, we again used a Likert scale, which is a sliding scale commonly used in questionnaires that asks respondents to specify their level of agreement with statements. These scaled responses enabled us to gauge the level of commitment to international human rights before and after the summer and thus quantify the impact of students' Summer Human Rights Fellowship experiences. A total of 19 forms were returned. Below are the highlights of this year's findings.

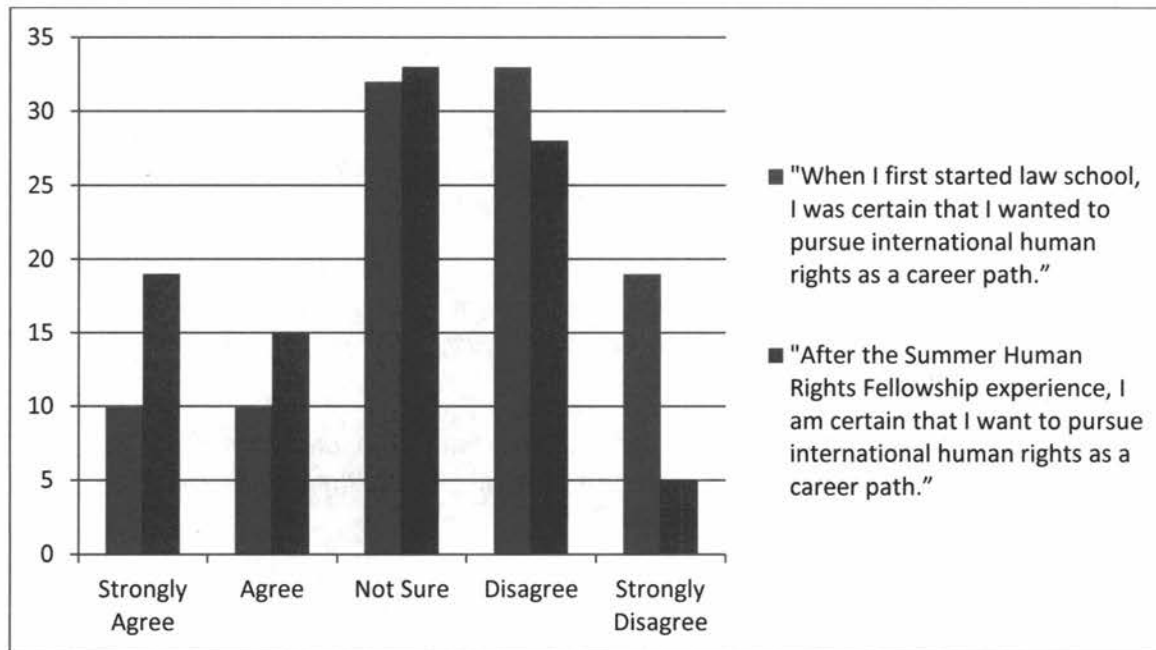


Figure 2. 2012 Summer Human Rights Fellows: Likert Scale Responses

Some 20% of the respondents strongly agreed or agreed with the statement, "When I first started law school, I was certain that I wanted to pursue international human rights as a career path." A total of 32% were not sure; 33% disagreed; and 19% disagreed strongly. After their summer experience, 19% of the respondents strongly agreed that they wanted to pursue human rights as a career path (up from 10%); 15% agreed that they wanted to pursue human rights as a career path (up from 10%); 33% were not sure (about the same); 28% disagreed (down from 33%) and 5% disagreed strongly (down from 19%). The data suggest a greater interest in international human rights as a career possibility at the end of the summer and a reinforced commitment among those who intended to pursue human rights from the beginning. Notes in the comments section indicated that the summer experience had:

"[R]evolutionized my understanding of international human rights..."

"[R]eminded me of why I like international work..."

Overall, students consistently indicate high perceived value of their summer experience. Last summer, 95% of respondents "strongly agreed" or "agreed" that the Summer Fellowship had been valuable. A total of 58% of the respondents strongly agreed or agreed that their summer had influenced their course selections or extracurricular activities. And 95% strongly agreed or agreed that the Schell Center had been helpful in preparing them for and setting up their Summer Fellowships.

Student comments also showed how the summer experience helps students figure out their specific career path:

"After my summer experience..., I believe that a model that combines direct representation, impact litigation, and political advocacy would be the perfect fit for me."

"I learned a lot about what having a career abroad might mean for a woman."

"I discovered that I did not have an interest in studying international criminal tribunals from an academic standpoint – which is what I had been doing over the summer. Instead, I had a much stronger desire to practice law as a prosecutor at such courts. This career path, I believed, would provide me with a greater sense of satisfaction regarding my contribution to global justice."

"I have never before engaged in such close statutory reading and analysis, and I enjoyed the challenging task of enshrining general principles in a specific cultural and historical context. Through this experience, I discovered I am drawn to the creation and development of law."

"Even though I probably will not eventually work in international criminal law (or even international human rights law), this past summer was one of the most important formative experiences of my life so far."

Many of the final written reports of Summer Fellows convey a sense of the types of experiences that they have. One Summer Fellow wrote about a specific day during his fellowship with Centre for Child Law at the University of Pretoria in South Africa:

"[T]he court that I will never forget was a converted trailer placed on cinderblocks in Mamelodi Township [T]he magistrate asked my boss and the other attorneys if they would not mind staying for a few minutes to observe the swearing in of a court officer. This attorney had volunteered to serve as a small claims judge for hearings in Mamelodi. His shift would be from 5 pm to midnight three nights a week. The magistrate judge after swearing him in spoke about this attorney's commitment to public service and ended with the following words: 'Your signature has been elevated. You have the power to build up families: The power to break down families. The power to build up society; the power to break

down society. I hope you will use it build up our families and our society.' The experience reminded me of the promise of this profession."

This kind of intimate account expresses the power of the individual experience in a way that numbers cannot. But the qualitative assessments show that each and every one of the Summer Fellowships that we aggregate in the following section was a unique and powerful experience. Summer Fellowships resonate long after the summer ends.

Summer Human Rights Fellows: 2008 – 2012 Overview of Placements

There have been a total of 200 placements over the past five years, from 2008 to 2012. Of these, 23 Summer Fellowship placements have been at various national courts around the world: the Supreme Court of India (5); the Supreme Court of Israel (11); the Supreme Court of Pakistan (1); the Constitutional Court of South Africa (1); the Constitutional Court of Korea (2); and the High Court of Hong Kong (3).

There have been 20 placements at various international institutions of human rights and international criminal justice, including: the Extraordinary Chambers in the Courts of Cambodia (2); the International Criminal Tribunal for the former Yugoslavia (12); the International Criminal Tribunal for Rwanda (3); the Special Court for Sierra Leone (2); and the Special Tribunal for Lebanon (1). There have also been 5 placements at the European Court of Human Rights and 7 placements at various United Nations organizations. The remaining placement organizations comprise a wide range of international NGOs, international or domestic offices of United States-based NGOs, academic institutions, and foreign ministries. The total number of individual Summer Fellows during the period 2008-2012 is 177.²

Geographical concentrations include 18 placements in India and 12 placements in China. Overall, Summer Fellows have served in 45 different countries during the period of the Robina Fellowship Initiative. The human rights database has been constructed to provide groupings by geographical categories that enable us to document the following distribution. (Note: in Figure 3 on the following page, "East Asia" is primarily China, including Hong Kong. "South Asia" is primarily India. "Southeast Asia" is primarily Cambodia.)

² Several individuals split their summers, so the total number of placements is higher than the total number of individual fellows.

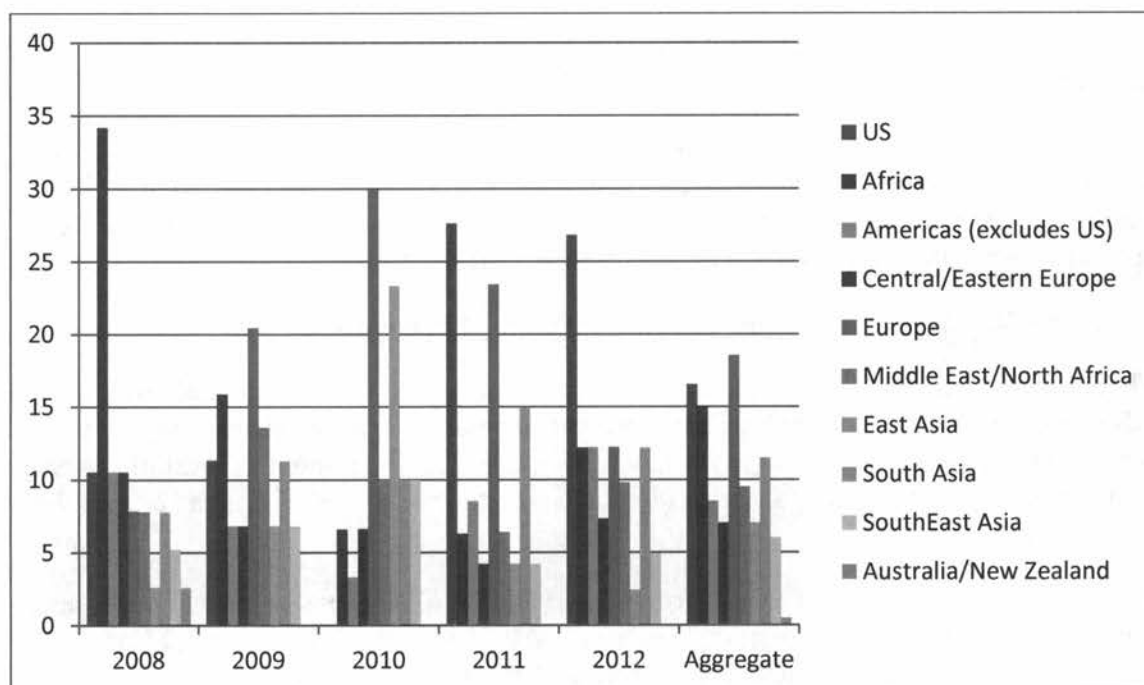


Figure 3. Geographical Distribution of Summer Fellows' Placements 2008-2012 (as percentages of each year's placements)

Current Employment of 2008 Summer Fellows

The database allows us to look at employment choices made by Yale Law School graduates who were Summer Fellows in 2008. These are mostly graduates of the Class of 2010 (29), with a few graduates from the class of 2009 (5), 2011 (3) and 2012 (1), so the bulk of them have had only a few years in the job market. We do not have current employment information for all of these individuals, so the numbers are quite small. Of the 35 people who were Summer Fellows in 2008, we have current information on 28, but the data presented include 27 individuals, with the following professional distribution.

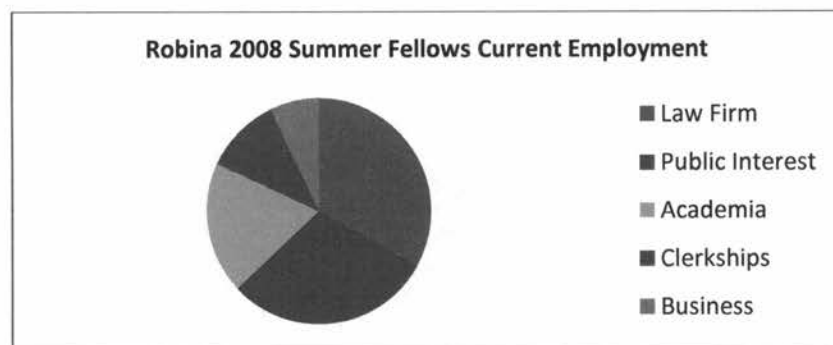


Figure 4: Current Employment of 2008 Summer Fellows

While the small sample size limits the statistical significance of the database information, individual information still provides useful insights. For example, we can look more closely at the employment history of the ten individuals who were Summer Fellows in both their first and second summers.

Post-Graduate Employment of Repeat Summer Fellows

Initial Employment	Current Employment
Robina Post-Graduate Fellow, ICTY, The Hague	European Union Antitrust Law, Dutch law firm
PhD Candidate, Political Science Department, Princeton University	Visiting Lecturer in Law & Robina Foundation Visiting Human Rights Fellow, Yale Law School
Law Clerk at U.S. Court of Appeals, Denver, Colorado	Attorney-Advisor, U.S. State Department
Program Associate, Asia Foundation, Dili, East Timor	Bernstein Fellow, Human Rights Law Network, New Delhi, India
Policy Fellow, The Williams Institute, UCLA	Policy Fellow, The Williams Institute, UCLA
Robina Fellow, U.N. Special Rapporteur on Right to Food	Law Clerk, Cavalluzzo Shilton McIntyre Cornish, Toronto, Canada
Bernstein Fellow, Vera Institute of Justice, New York China	PhD Candidate, Sociology Department, University of Wisconsin
From Class of 2012 (this is first year out)	PhD Candidate, Political Science Department, Yale
From Class of 2012 (this is first year out)	Liman Fellow, ACLU of Maryland

III. Robina JD Scholars

This past year, Robina Human Rights JD Scholarships were awarded to 11 students interested in studying human rights and potentially pursuing careers in this field. The students who received the Robina Human Rights JD Scholarships were: Emad Atiq '16, Kristine Beckerle '15, Tessa Bialek '13, Rebecca Buckwalter-Poza '14, Ravi Deedwania '14, Arnaldur Hjartarson, '13 LLM, Kaitlin Konkel '15, Sheng Li '14, Benjamin Perryman '13 LLM, Marbre Stahly-Butts '13 and Julie Veroff '15.

Several of these individuals have previously benefited from Robina Foundation support. **Emad Atiq** was a 2012 Summer Fellow at the ICTY. **Ravi Deedwania** was a 2012 Summer Fellow at Global Witness in the UK. **Tessa Bialek** was a Robina Scholar in 2011 and a 2011 Summer Fellow at the Documentation Center of Cambodia.

Among those who recently graduated, **Marbre Stahly-Butts** was awarded a 2013 Soros Justice Fellowship from the Open Society Foundation. She will work at the Center for Popular Democracy in Brooklyn, organizing and supporting those affected by drug-related evictions in New York City. **Arnaldur Hjartarson** plans to return to the University of Iceland, where he studied law and held research positions in Environmental Law prior to his studies at Yale. **Tessa Bialek** will be clerking in Connecticut. **Benjamin Perryman** will continue his studies at Yale as a JSD candidate.

Many of these individuals were involved in the human rights community at the law school and contributed to the intellectual life of the university in a variety of ways, detailed briefly in another section on synergies and connections.

Robina JD Scholars: Overview of Employment

There are 35 individual Robina JD Scholarship recipients who have already graduated. (four of whom received 2 years of funding), and we have current employment information on a total of 30 of them, as follows:

- Fellow, ACLU of Massachusetts
- Fellow, ACLU of Maryland
- Fellow, International Justice Mission, Kampala, Uganda
- Fellow, Center for Reproductive Rights, New York
- Fellow, National Women's Law Center, Georgetown Law School
- Fellow, American Immigration Council, Washington, D.C.
- Manager, Strategic and Donor Relations, Innovations for Poverty Action, New Haven
- Executive Director, Assistant Dean for Research and Global Initiatives, and Assistant Professor, Centre for Public Law and Jurisprudence, Jindal Global Law School, Sonipat, India
- Visiting Associate Professor of Law, George Washington University School of Law
- Bigelow Fellow, University of Chicago Law School
- Visiting Researcher, Political Science Department, Princeton University
- Visiting Scholar, Clinical Legal Education, Peking University School of Transnational Law
- Ph.D. candidate, Political Science, Yale University
- Ph.D. candidate, Political Science, Princeton University
- Attorney, U.S. Department of Justice, Washington, DC
- Clerk, U.S. Supreme Court
- Clerk, U.S. District Court for the District of Columbia
- Senior Associate, McKinsey & Co., New York
- Twelve graduates at law firms in New York, Boston, Washington, Amsterdam and London

Because the first graduating class of Robina JD Scholars is only four years out and because the numbers are very small, it is not possible to compile any kind of longitudinal look at employment categories. It will be interesting to observe future trends.

IV. Robina Post-Graduate Human Rights Fellows

Robina Post-Graduate Fellowships continue to be a crucial first step in the professional lives of many of our human rights graduates. These post-graduate fellowships are extremely important in establishing recent Yale Law School graduates in an increasingly competitive environment. Indeed, the summer 2013 Yale Law Report (the Law School's alumni magazine) devoted a feature story to the topic of fellowships as a pathway to a public interest career. The first page featured Matiangai Sirleaf, who was a 2008 Bernstein Fellow at the International

Center for Transitional Justice and a 2009 Robina Fellow at the Constitutional Court of South Africa.

"Without the Robina or the Bernstein or some fellowship that enables you to get involved in human rights work it's really just not possible to get that experience....[T]he opportunities in the human rights field in general are pretty limited but there is a lot of interest, so it's very competitive. The deck is stacked against you in many ways. The Robina was great because it allowed me to build that experience right out of law school."

This year, the Robina Post-Graduate Human Rights Fellows continue to be concentrated at the various institutions of international criminal justice, and several have taken up where previous Robina Fellows left off.

a) European Court of Human Rights

Josiah Pertz is spending his Robina Fellowship year in Strasbourg, France, working at the European Court of Human Rights. This is an important development because, although there have been Summer Fellows at the European Court in the past, this is the first Post-Graduate Fellowship there. Internships at the Court are generally available only to citizens of states that are members of the Council of Europe. The Schell Center has arranged for the Court to consider a post-graduate fellow from the Law School each year.

Josiah's primary duties are as a clerk to Judge András Sajó of Hungary, for whom he helps draft judicial opinions and prepare research memos on U.S. law and European Court jurisprudence. In addition, as a member of the Research Division, he is responsible for writing sections on U.S. law for the division's comparative law reports. Josiah wrote in his interim report:

"So above all, I would like to take this opportunity to express my thanks. I hope to have made contributions, however modest, to the work of the institution and of human rights protection, and gained experience in research and writing that will allow more contributions to the field in the future. And beyond the work aspect, my life is immeasurably richer because of this. Living here has opened my eyes to new ways of thinking, wonderful people, a new language, the joys of pork and sauerkraut, the advantages of dedicated bicycle lanes, and so much more. I count my blessings every day for this experience. Please accept my sincere gratitude."

Josiah will be followed at the European Court of Human Rights by one of the 2013 Robina Post-Graduate Fellows, Julie Hunter.

b) International Criminal Tribunal for the former Yugoslavia (ICTY)

Every year since 2010, there has been a Robina Post-Graduate Fellow in the chambers of Judge Theodor Meron, President of the International Criminal Tribunal for the former Yugoslavia (ICTY) and Presiding Judge of the Appeals Chambers of the ICTY and of the International Criminal Tribunal for Rwanda (ICTR).

In 2012, **Leah Bellshaw** was awarded the third consecutive Robina Fellowship to serve in Judge Meron's chambers. Her work has involved drafting two appeal judgments, both of which involved complex legal analysis and unprecedented holdings that significantly advanced the ICTY's jurisprudence.

"[M]y work thus far has been quite substantive....[A]side from developing these professional legal skills, I am also gaining a better understanding of how international criminal law is actually applied in practice. I consider this to be one of the more unique and important benefits of my fellowship year; had I instead taken a more traditional route upon leaving law school, such as clerking for a judge in the United States or working at a firm, I would not have had the opportunity to work so directly and so often on substantive international criminal law."

Leah has recently been awarded a Schell Center extension of her Robina Fellowship to serve as Special Assistant to the Deputy to the Ambassador-at-Large for War Crimes Issues in the U.S. State Department's Office of Global Criminal Justice.

c) International Criminal Court (ICC)

In 2012, **Colleen Gilg** was awarded a Robina Fellowship to work in the Prosecution Division of the Office of the Prosecutor at the ICC.

Colleen had two main roles this year: to assist the Prosecution Coordinator and to support the Appeals Section of the Prosecution Division. In the beginning of her fellowship, Colleen spent most of her time supporting the Appeals Section in the preparation of the appellate briefing for the ICC's first case, *Prosecutor v. Lubanga*. After that, most of her time was spent assisting the Prosecution Coordinator, who is responsible for managing all prosecutions of war crimes, crimes against humanity and genocide, ensuring that a uniform approach is applied across cases, providing legal and strategic guidance and advice, and reviewing all filings and significant positions advanced in court. We noted earlier the value of using a fellowship to open a door into more permanent employment: Colleen was able to do this after only six months. She wrote in her fellowship report:

"When I originally applied for the Robina Fellowship, I indicated that my ultimate goal was to use the fellowship to gain further international criminal law experience and hopefully secure a paid position with the ICC or another international criminal court in The Hague. I am happy to report that I was able to achieve that goal as the ICC recently offered me a six-month renewable contract, which I accepted and will begin in May 2013."

She also noted:

"I am extraordinarily grateful for the support of the Robina Fellowship, which has enabled me to achieve this important professional goal. I hope to continue to serve as a worthy ambassador for the fellowship program in the coming years."

There could be no more explicit example of the very concrete way in which these Post-Graduate fellowships provide a crucial transition from law school into professional human rights work.

Overview of Robina Post-Graduate Fellows

There have been a total of 20 Robina Post-Graduate Fellows: two at the U.S. State Department, where one worked for the Legal Adviser to the State Department and the other for the Assistant Secretary for Democracy, Human Rights and Labor; one for the U.N. Special Rapporteur on the Right to Food, one at the International Labor Organization; two as clerks in chambers at the Constitutional Court of South Africa, one at the European Court of Human Rights; and one who carried out independent human rights research in Argentina. The remaining 12 Robina Post-Graduate Fellows have worked in various Institutions of international criminal justice. We can now identify where each of them is currently employed (excluding the 5 current fellows).

Current Employment of Past Robina Post-Graduate Fellows

Robina Post-Graduate Fellowship	Current Employment
International Criminal Court	Special Assistant U.S. Attorney, District of Columbia
Constitutional Court of South Africa	Sharswood Fellow in International Law, University of Pennsylvania Law School
Research on human rights trials in Argentina	Schell Fellow, Yale Law School
International Criminal Tribunal for the former Yugoslavia	Associate, Debevoise & Plimpton LLP
Office of Legal Adviser, U.S. State Department	Visiting Assistant Professor, University of Maryland School of Law
Bureau of Democracy, Human Rights, and Labor, U.S. State Department	Special Advisor, Bureau of Democracy, Human Rights, and Labor, U.S. State Department
Constitutional Court of South Africa	Associate, Allen & Overy LLP (London)
International Labor Organization	International Labor Organization
U.N. Special Rapporteur on Right to Food	Law Clerk, Cavalluzzo Shilton McIntyre Cornish LLP
International Criminal Tribunal for the former Yugoslavia	Stibbe (Dutch law firm)
International Criminal Tribunal for the former Yugoslavia	Clerkship, U.S. Court of Appeals for the Armed Forces
International Criminal Tribunal for the former Yugoslavia	Clerkship, U.S. District Court, Southern District of New York
International Criminal Court, Office of the Prosecutor	Office of the Prosecutor International Criminal Court
International Criminal Tribunal for former Yugoslavia	Office of Global Criminal Justice, U.S. State Department (Schell Center Fellowship Extension)
European Court of Human Rights	Clerkship, U.S. District Court, District of New Jersey

IV. Robina Foundation Visiting Human Rights Fellows

During the 2012-13 academic year, Tom Dannenbaum '10, Lucas Guttentag, Hassan Jabareen, Zachary Kaufman '09, and Daniel Wilkinson '00 were in residence at the Law School as Robina Foundation Visiting Human Rights Fellows. This year's Visiting Fellows reflect the

effect over time of the various components of the Robina Fellowship Initiative and the synergies among them. The Robina Visiting Fellows included a Summer Fellow from 2008 returning as a Robina Visiting Fellow to teach at the Law School, along with two other Yale Law School graduates who were involved in human rights when they were students, albeit before the Robina Initiative began. Hassan, Zach and Daniel are all affiliated with organizations that have hosted Summer Fellows in recent years.

Tom Dannenbaum was among the first cohort of Summer Fellows. He spent his first law-school summer at the ICTY in 2008 and his second summer at the Special Court for Sierra Leone in 2009. His final report from 2008 reflects his intent to inform and shape his career choices:

"I went in with a view to informing my academic research rather than discovering a potential career. However, while my primary career ambition continues to be focused on academia, the summer I have spent working at the ICTY has significantly enhanced my view of working for UN institutions."

Tom is currently a Ph.D. candidate in the department of politics at Princeton University, where he is writing a dissertation on the moral integrity of the soldier and the normative meaning of fighting in a criminal war, to be completed in 2014. This past year, Tom taught International Law and Armed Conflict at the Law School, and next year, when he will continue as a Robina Visiting Fellow and Lecturer in Law, he is teaching International Human Rights. Student comments on Tom's Armed Conflicts course included:

"This was a superb course on every front. The materials were well chosen, and not too voluminous. But more generally Dannenbaum was just a first-rate teacher. He kept class discussion going well throughout the year (helped by a few stalwarts in the class), was very approachable, and is as intellectually impressive as a lot of the bigger names at Yale."

"Rising star in academia. Very gifted, and really knows the field. He's also easygoing and very accessible."

"One of the best classes/teachers I've experienced at YLS. I'd recommend anything Dannenbaum teaches in the future."

Hassan Jabareen is the founder and general director of Adalah - the Legal Center for Arab Minority Rights in Israel and a leading Palestinian human rights lawyer in Israel. He regularly litigates before the Israel Supreme Court on behalf of Palestinians in Israel and in the Occupied Palestinian Territory. Hassan has been teaching in Israeli law schools since 1998 as an adjunct lecturer on the legal status of Palestinian citizens of Israel and has published academic articles on cause lawyering and the constitutional status of the Palestinians. A recent article was published in the *Yale Human Rights & Development Law Journal*. Hassan was a Yale World Fellow in 2005-2006. Adalah has hosted four Summer Fellows since 1997.

As a Robina Senior Visiting Human Rights Fellow (Sept-Oct 2012; February-June 2013), Hassan presented a talk at the Human Rights Workshop in October 2012, entitled "*How the Palestinians Became a National Minority in Israel*." This talk was based on an article that he wrote during the fellowship, which is being published in an edited book by Oxford University

Press in 2013. He also presented a talk on April 10, 2012, entitled "*Israel's New Era of Legalizing Discrimination and Passing Anti-Democratic Laws: Why Now?*" During his fellowship, he also presented talks and participated in panel discussions at Duke University and Brown University. He is currently working on further academic articles about the rule of law and the Palestinians in Israel.

Zachary Kaufman is the founder, president, and chairman of the Board of Directors of the American Friends of the Kigali Public Library and an honorary member of the Rotary Club of Kigali-Virunga, Rwanda. Together, these organizations built the Kigali Public Library, Rwanda's first-ever public library. Zach also serves on the Advisory Board of Indego Africa, the American Planning Board of Humanity in Action, and the Washington Lawyers Committee of the United States Holocaust Memorial Museum. Previously, Zach practiced law at O'Melveny & Myers, where he served as pro bono counsel to Ashoka, the global association of leading social entrepreneurs, and also taught as an adjunct professor at George Washington University's Elliott School of International Affairs. Zach has published two books. He is the co-editor (with Dr. Phil Clark) of *After Genocide: Transitional Justice, Post-Conflict Reconstruction, and Reconciliation in Rwanda and Beyond* and the editor of *Social Entrepreneurship in the Age of Atrocities: Changing Our World*.

During his Robina Fellowship, Zach has been adapting the dissertation he wrote for his doctorate in International Relations at Oxford University into his third book, on U.S. foreign policy on transitional justice. He also has been working on a law review article on transitional justice, and he wrote several shorter pieces on social entrepreneurship.

Professor Lucas Guttentag served again as the Robina Foundation Distinguished Senior Fellow in Residence. Professor Guttentag began teaching at Yale Law School in 2009 and has continued to be in residence each fall semester. Professor Guttentag is the founder and former national director of the ACLU Immigrants' Rights Project, which he led for more than twenty-five years, litigating complex civil rights, class action and constitutional cases in courts throughout the United States, including successful arguments in the Supreme Court.

This past fall at Yale Law School, Professor Guttentag taught a course on Immigration, Law, Policy, and Constitutional Rights and a course on Strategic Impact Litigation. He also co-taught the Liman Public Interest Workshop, which was on "Borders," and the Liman Public Interest Practicum. A total of 71 students were enrolled in these courses, and course evaluations included the following comments:

"This was the course for which I came to law school, and I was not at all disappointed. Professor Guttentag is a remarkable instructor-practitioner, whose ability to communicate complex constitutional issues in a concise manner - and to manage even the more unwieldy discussions towards meaningful and enlightening conclusions of law and strategy at the end of each session - is unmatched among faculty I know."

"Professor Guttentag is fantastic: he has long firsthand expertise on strategic litigation and does a great job communicating this knowledge to the class. The course reviews strategic impact litigation from all angles, such as

communications concerns and how public interest lawyers balance their organizational responsibilities with their clients' needs."

"The speakers were phenomenal and Professor Guttentag has a wealth of knowledge on this subject. A really interesting course for thinking about strategic impact litigation, and your role in social justice movements."

"He is ridiculously accomplished, yet humble and accessible to students."

Professor Guttentag, who as a Robina Senior Fellow secured programmatic support from the Ford Foundation, will return to the School next year as the Ford Foundation Distinguished Senior Research Scholar in Law and Robina Foundation Senior Visiting Human Rights Fellow.

Daniel Wilkinson, the Managing Director of the Americas division at Human Rights Watch, is a general expert on Latin America. He has conducted fieldwork and advocacy throughout the region and authored reports on human rights issues in Brazil, Colombia, Cuba, Mexico, the United States, and Venezuela. His writings on U.S. policy toward Latin America have been widely published. His book, *Silence on the Mountain: Stories of Terror, Betrayal, and Forgetting in Guatemala*, won the PEN/Albrand Award for nonfiction.

A regular contributor to the *Nation*, Daniel is often called upon to participate in national discussions about politics and human rights in Latin America. This was particularly true in the days and weeks following the March 2013 death of Hugo Chavez, who had expelled a 2008 Human Rights Watch delegation led by Wilkinson, following the delegation's press conference critical of Chavez's governance.

On March 7, 2013, Daniel spoke at the Schell Centers' Human Rights Workshop: Current Issues and Events on *"The Art of Effective Human Rights Advocacy: The Case of Colombia."* He participated in other Law School events throughout the spring semester.

The Robina Visiting Fellows, by hosting discussions, delivering lectures, participating in conferences, advising students and publishing scholarship—have a valuable impact both inside and outside the Law School, contributing to human rights discourse throughout Yale University and in the wider community of human rights scholars and advocates. They inject vibrancy and freshness into the intellectual life of the Law School and the larger world while themselves taking advantage of a period of intellectual renewal and professional development. Robina Visiting Human Rights Fellows often return to the Law School for conferences or to give talks, consult with students about academic research or summer or career plans, or provide contacts for students and graduates seeking jobs.

V. Clinical Education Innovation and Field Missions

Field work undertaken through the Robina Foundation Initiative in 2012-13 offered students the opportunity for real engagement with international clients. This work, which often occurs in partnership with the Law School's international human rights clinical course (the Lowenstein Clinic, described further in Section VI) or other clinical courses, included the following activities:

(1) Sheng Li, a Robina JD Scholar, was part of a Lowenstein Clinic team that traveled to Uganda with Robina Foundation support in May 2013 to carry out research for a report on anti-corruption institutions and human rights in partnership with Human Rights Watch. His team interviewed members of the Ugandan judiciary, government, and civil society. The report recommends legal and institutional reforms necessary for strengthening non-partisan anti-corruption efforts in Uganda.

(2) Robina JD Scholar Kristine Beckerle is part of a Lowenstein Clinic team working with Justice Project Pakistan, a Lahore-based human rights organization, to draft a report on police brutality and torture in a province of Pakistan. The aim of the report is to counter persistent denials by police that they torture suspects. The report presents unprecedented evidence from nearly 2,000 official medical certificates secured by JPP that document injuries sustained by people while in police custody. A team of Lowenstein Clinic students is currently carrying out a study on human rights violations in Iran to assess whether violations in the country trigger an international obligation to establish a commission of inquiry. The students traveled to England in December 2012, supported by the Robina grant, to attend a meeting of Iranian civil society actors at the University of Essex and to present the team's preliminary findings on precedents for the formation of international commissions of inquiry.

(3) A Lowenstein Clinic team is currently engaged in authoring a document articulating human rights obligations relevant to climate change. The team attended a meeting in New York City of the Experts Group on Global Climate Obligations to present its research and discuss draft principles on global climate obligations. The Robina grant supported the students' participation in this experts' meeting in New York. The Experts Group goal is to issue a set of principles on the climate obligations of states and key non-state actors, based on human rights and environmental law, that will ultimately constitute "soft law" on climate change.

(4) With support from the Robina Foundation, the **Transnational Development Clinic**, overseen by Professor Muneer Ahmad, undertook a project focused on the origins of a massive cholera outbreak in Haiti and the responsibility of the United Nations for inadvertently precipitating the public health crisis. U.N. Peacekeepers from Nepal carried cholera to Haiti in 2010, and inadequate sanitation and water facilities at their base led to contamination of the largest river in Haiti, resulting in the deaths of more than 8,000 people, the sickening of 600,000, and an ongoing epidemic that will take a decade or more to end. Working with the Haitian Association for Environmental Law (Association Hatienne de Droit de L'Environnement), five students and two faculty members traveled to Haiti in March of 2013 to conduct on-the-ground research, including consultations with cholera survivors, government and NGO officials, human rights lawyers, doctors, and public health experts. In addition to consultations in Port-au-Prince, the team traveled to Meye, the epicenter of the epidemic. The trip constituted a critical component of the research for a report titled "Peacekeeping Without Accountability: The United Nations' Responsibility for the Cholera Epidemic in Haiti," the first comprehensive report on the epidemic and the UN's legal and moral responsibilities for it. The report will be issued in July of 2013.

When invited to characterize the effect of Robina funds, Cover-Lowenstein Fellow Soo-Ryun Kwon offered these words of reflection:

"The travel grants enabled the students to engage with their projects in a way that surpassed the theoretical or abstract. I accompanied students as they met with individuals incarcerated for decades in Connecticut prisons, with Iranian activists gathering together in the UK, and with Ugandan anti-corruption experts. These opportunities to meet and speak with people in this wide variety of contexts brought an immediacy and tangibility to the work that no amount of web or legal research could have. The students responded to the work with renewed interest and passion—suddenly the work was no longer merely for a faceless, theoretical population, but also for named individuals that they had met."

VI. Connections and Synergies

We have tried to indicate in previous sections the important role of Robina Foundation support as recent graduates move out into their professional lives. Robina Fellows are also actively engaged in the intellectual life at the Law School while they are on campus. A close look at this past year's human rights activities at the School and the involvement of students affected by the Robina Initiative shows the breadth and diversity of the synergies among these students and between them and various aspects of the Law School's human rights program. The human rights community at Yale Law School has been growing in strength and numbers, and the Robina Initiative has acted as a catalyst, providing resources and support to groups and individuals in many different ways at a crucial early point in their professional development. The connections and interactions are complex and not always obvious, but there is a community of people at the Law School who care deeply about issues of social justice, both domestic and international. The Robina Initiative has supported many of them in one way or another.

This section discusses various kinds of synergy. We examine the link between Robina support during law school and the pursuit of post-graduate human rights and other public interest fellowships. We also look at the role of Robina beneficiaries in, the Law School's central human rights activities, specifically the Allard K. Lowenstein International Human Rights Clinic and the Schell Center's annual Bernstein Symposium in International Human Rights.

Connections Between Robina-Affiliated Students and Yale Law School Public-Interest Post-Graduate Fellowships

Of the 40 Yale Law School public interest fellows chosen for 2013-14, a total of 38% have received at least one form of support from the Robina Initiative. It is, of course, impossible to show a causal connection; but this strong correlation between Robina support and public interest commitment after law school indicates the clear centrality of the Robina Fellowship Initiative to the Law School's determination to foster its students' public interest careers. It is one reflection of how the Robina Initiative is a vibrant and integral component of the human rights community at the Law School.

	Robina Support During Law School	Post-Graduate Fellowship Placement
Bernstein International Human Rights Fellowships (2 of 3 fellowships awarded went to graduates who had received Robina support)		
Mytili Bala '09	2008 Summer Fellow, People's Watch,	Center for Justice & Accountability, San

	India	Francisco
Carrick Flynn '11	2009 Summer Fellow, Carter Center, Liberia 2010 Summer Fellow, Asia Foundation, East Timor	Human Rights Law Network, New Delhi, India
Gruber Fellowships in Global Justice and Women's Rights (2 of 4 fellowships awarded to law students went to graduates who received Robina support)		
Glenda Aldana Madrid '13	2011 Robina JD Scholar	Northwest Immigrant Rights Project, Seattle, WA
Andrew Iliff, '11	2008 Summer Fellow, International Center for Transitional Justice and Human Rights Watch, South Africa	Counseling Services Unit, Harare, Zimbabwe
Liman Public Interest Fellowships (2 of 8 awarded went to graduates who had received Robina support)		
Spencer Amdur '13	2011 Summer Fellow, European Court of Human Rights, Strasburg, France, and Supreme Court of India	Lawyers' Committee for Civil Rights, San Francisco
Burke Butler '11	2009 Summer Fellow, Timap for Justice, Sierra Leone	Texas Civil Rights Project, Austin
Other Public Interest Fellowships (6 of 22 awarded went to graduates who had received Robina support)		
Daniel Schukar '13	2011 Summer Fellow, CEELI Institute, Czech Republic	National Security Agency, Washington, DC
Katie D'Ambrosio '12	2008 Summer Fellow, Doughty Street Chambers and Death Penalty Project, United Kingdom	Georgia Advocacy Office, Decatur, Georgia
Courtney Hostetler '11	2010 Robina JD Scholar	ACLU of Massachusetts, Boston
Trudy Rebert '13	2011 Summer Fellow, New Orleans Workers' Center for Racial Justice, New Orleans, and Sustainable Development for Guatemala	New Orleans Workers' Center for Racial Justice, New Orleans
Amanda Alexander '13	2011 Summer Fellow, U.N. Special Rapporteur on Right to Housing, Brazil, and Center for Constitutional Rights, New York	University of Michigan Child Advocacy Center
Yael Shavit '13	2011 Summer Fellow, Supreme Court of Israel	San Francisco Affirmative Litigation Project Fellowship, Yale Law School

The Robina Initiative has touched and is deeply intertwined with the Law School's public interest community and, in particular, its students committed to public service and social justice, not only in human rights internationally, but in work on important domestic issues, as well.

The Role of Robina Beneficiaries in the Law School's Human Rights Activities: The Allard K. Lowenstein International Human Rights Clinic and the Annual Robert L. Bernstein International Human Rights Symposium

Robina JD Scholars and Summer Fellows continue to be active in organizing and participating in human rights-related events and activities at the Law School. A few examples illustrate the extent to which the Robina Initiative lends critical support to those members of our

community who are most dedicated to human rights. Clinics and conferences represent significant activities at the law school that, in many cases, are spearheaded by students who have received Robina Initiative support.

a) The Role of Robina Beneficiaries in the Allard K. Lowenstein International Human Rights Clinic (Lowenstein Clinic)

Clinical education plays a fundamental role in the education of Yale Law School students. The Lowenstein Clinic, directed by Professor Jim Silk, is a fundamental component of the human rights program at the Law School. Lowenstein Clinic projects involve domestic or international litigation; human rights fact-finding, reporting and advocacy; drafting legal manuals, research memoranda, or submissions for various international human rights bodies; and other kinds of human rights advocacy.

We have already noted in a previous section Robina support for travel associated with human rights clinics. It is also the case that, in general, the majority of students who participated in the Lowenstein Clinic this past year benefited from some form of Robina Initiative support. There were 17 students in the Lowenstein Clinic in the fall of 2012, of whom 76% have received Robina support. There were 29 in the spring 2013 semester, of whom 72% received Robina support. Two examples of more than a dozen 2012-2013 Lowenstein Clinic projects that involved Robina beneficiaries are:

- A Clinic team collaborated with the Quinnipiac University School of Law Civil Justice Clinic on a project to advocate for legislation in Connecticut to reform the sentencing of juveniles tried as adults for crimes that were committed when they were children. The Clinic team testified before the Connecticut Sentencing Commission and the Judiciary Committee of the Connecticut General Assembly. The team also prepared significant parts of and edited a report, *Youth Matters: A Second Look for Connecticut's Children Serving Long Sentences in Prison*, which details the causes and consequences of children going through the justice system and growing up in prison. The report included information on the history of sentencing laws in Connecticut, an analysis of recent U.S. Supreme Court decisions, a description of international human rights standards, and an overview of the relevant brain science.

Tessa Bialek (a 2011 and a 2012 Robina JD Scholar and a 2011 Summer Fellow at the Documentation Center of Cambodia) and **Freya Pitts**, (2011 Summer Fellow at the Death Penalty Project and a human rights barristers' chambers in London and 2012 Summer Fellow at the Tahirih Justice Center in Washington) initiated and led this project. Tessa and Freya were also Student Directors of the Lowenstein Clinic for 2012-13 and were both active in other public interest clinics at the Law School.

- Another team of Lowenstein Clinic students, working with the American Civil Liberties Union, investigated the plight of the thousands of foreign workers hired every year through U.S. government contracts to work in support of operations in Iraq and Afghanistan. The Clinic and the ACLU published a report, *Victims of Complacency: The Ongoing Trafficking and Abuse of Third Country Nationals by U.S. Government Contractors*, documenting the abuses these workers suffered, analyzing the abuses from

the perspective of international human rights law, and making recommendation to the U.S. government for protective reforms.

This report was researched and written by three students, all of whom have benefited from Robina Foundation support during their time at the Law School. **Leah Zamore** was a 2011 Summer Fellow at Lawyers for Human Rights in South Africa. **Julie Hunter** was a 2011 Robina JD Scholar and a 2012 Summer Fellow at the ACLU of Southern California. She will be a 2013 Robina Post-Graduate Fellow at the European Court of Human Rights; **Shari Iniss-Grant** was a 2010 Summer Fellow at Amnesty International in Thailand, a 2011 Summer Fellow at the Senegalese Human Rights Committee, and a 2011 Robina JD Scholar. Shari received a 2012 fellowship in the Women's Law & Public Policy Program at the National Women's Law Center of Georgetown Law School.

For Yale Law School students who want to pursue work on behalf of human rights organizations or individual victims of abuse, the Lowenstein Clinic is an essential component of their training. Many students become very committed to the clinic:

"Lowenstein is the best thing about my law school experience."

"I love Lowenstein and will stay until I graduate. No question."

b) Impact of Convening All Yale Law School Post-Graduate Human Rights Fellows for the Schell Center's Annual Conference, the Bernstein Symposium

The annual Robert L. Bernstein International Human Rights Symposium has become an increasingly powerful opportunity to integrate the various Yale Law School human rights fellowships; to bring the fellows together with each other and with scholars and activists to discuss critical human rights issues; to enable the fellows to provide continuing support for each other as they pursue challenging careers; and to foster the human rights community at the Law School.

The 2013 Bernstein Symposium was attended by 16 former Yale Law School Human Rights Fellows, 4 current fellows, and 12 new fellows (one of whom is also a former Gruber Fellow). This year, two of the current Robina Post-Graduate Fellows were unable to attend due to last-minute complications: Leah Bellshaw had urgent work commitments, and Colleen Gilg broke her wrist just before she was to start her fellowship.

There are now 67 former students in the community of past and present Yale Law School Human Rights: 20 Robina Fellows (including two who were previous Gruber or Bernstein Fellows); 39 Bernstein fellows; and 8 Gruber Fellows. All past and present Yale Law School Human Rights Fellows are encouraged to return to the Law School each spring for the Bernstein Symposium, to get to know each other and exchange experiences, ideas, and concerns about the challenges of human rights advocacy, share career advice, and join discussions with leading activists and scholars to explore effective approaches to promoting respect for human rights. Each fellowship program covers the costs for the past five years' fellows to return for the Symposium. *

"The opportunity to discuss human rights work and the challenges inherent in it with so many people—at varying stages of their careers—as well as to simply learn about the range of interesting organizations and projects on which the fellows are now working is unparalleled."

VII. Conclusion

The Robina Initiative continues to make significant contributions to the Yale Law School and has clearly solidified and deepened its effect over the past few years.

The Summer Human Rights Fellowships continue to be a cornerstone of our students' human rights experience at the Law School. Assessment data suggest that participation in the Summer Fellowship program increases the likelihood that an individual student will consider international human rights as a viable career path. Although only following the careers of these students over time will tell, we are confident that the Summer Fellowship experiences will continue to resonate for Summer Fellows as they seek career paths that will enable them to contribute to improving respect for human rights.

The Robina Human Rights JD Scholarships have enabled the Law School to further sustain its commitment to cultivate brilliant human rights leaders who represent a diverse array of perspectives and economic backgrounds. The Robina Initiative has also significantly increased the number of opportunities available to recent graduates interested in entering the field of human rights. The Robina Post-Graduate Fellowships provide much-needed support in the crucial years right after graduation. We will continue to use the human rights database to track the professional development of these individuals over time.

The Robina Visiting Human Rights Fellowships complement the opportunities that the Robina Initiative has created for our students and graduates. It is especially satisfying to begin to offer this opportunity to some of our graduates, including a number who received Robina Foundation support while students.

In developing the database, we have tried to create a way to quantify the impact of Robina Foundation support over the past few years. Much of the data presented is related to employment in the years subsequent to graduation and suggests the strong commitment to public interest work for students who have received Robina Foundation support. It is gratifying to be able to begin to document the number of graduates who pursue public interest professions and the range of activities in which they engage.

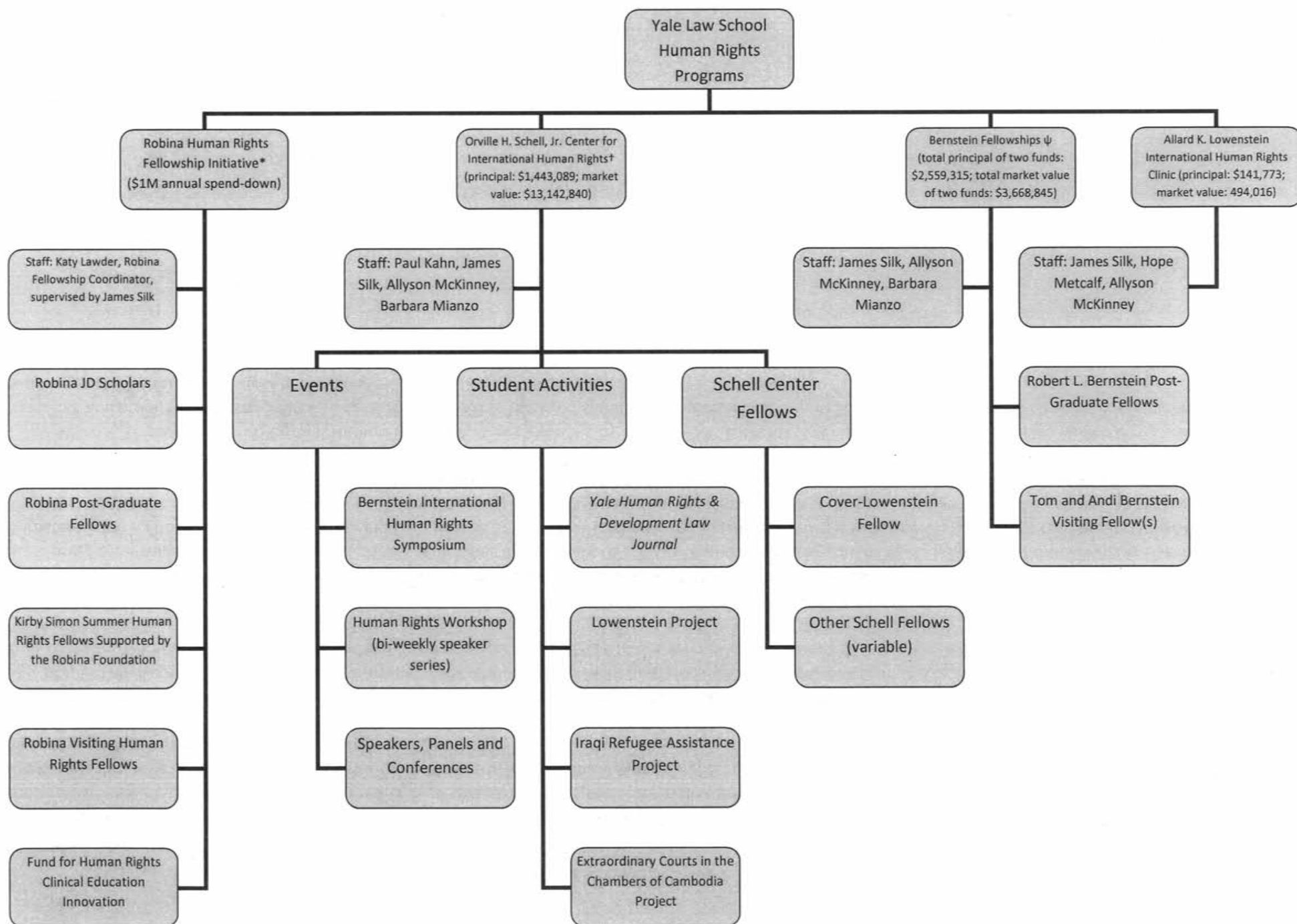
The many components of the Robina Initiative are woven thoroughly into the cycle of human rights education at the Law School. Summer Fellows return as Visiting Robina Fellows. Summer Fellows and JD scholars return to campus to lead discussions and deliver presentations. Robina Post-Graduate Fellows return year after year to participate in the Bernstein Symposium. The academic and practical relationships fostered by Robina support continue long after the particular fellowships have ended. With the Robina Foundation's vital support, we are making increasingly valuable use of the Initiative's outcomes—the work accomplished, the relationships built, the opportunities created, and the knowledge, skills and insights gained and shared. We are continuing to do for international human rights what the Law School has always excelled at, helping to develop future leaders.

Appendix A
2012 Summer Fellowship Placement Chart
(by country and placement – some fellows split the summer between two placements)

Country	Organization
Bangladesh	Worker Rights Consortium
Cambodia	Extraordinary Chambers in the Courts of Cambodia
Cambodia	Documentation Center of Cambodia
Canada	Walter & Duncan Gordon Foundation
Czech Republic	CEELI Institute, Prague
Ecuador	Asylum Access Ecuador
France	European Court of Human Rights
France	European Court of Human Rights
Guatemala	La Hermandad Educativa
Hungary	Mental Disability Advocacy Center
India	Alternative Law Forum
Israel	Supreme Court of Israel (3 Fellows)
Jordan	Iraqi Refugee Assistance Project
Mexico	El Centro de Derechos Humanos Miguel Agustín Pro Juárez
Nepal	Support to Participatory Constitution Building in Nepal, UNDP
Netherlands	International Criminal Tribunal for the former Yugoslavia (2 Fellows)
Rwanda/US	Indego Africa
Sierra Leone	Timap for Justice
South Africa	Centre for Child Law, University of Pretoria

Country	Organization
South Africa	Lawyers for Human Rights
South Korea	Constitutional Research Institute/ Constitutional Court of Korea
Sri Lanka	Organization name withheld for security
Turkey	Iraqi Refugee Assistance Project
Uganda	International Justice Mission
United Kingdom	Global Witness
US/Chicago	Lawyers Committee for Civil Rights
US/Connecticut	CT Commission for Human Rights and Opportunities
US/Los Angeles	ACLU of Southern California
US/New York	NAACP Legal Defense Fund
US/New York	Open Society Justice Initiative
US/Texas	Texas Civil Rights Project
US/Washington, D.C.	World Bank Office of Evaluations and Suspensions

Components of the Yale Law School Human Rights Programs



Components of the Yale Law School Human Rights Programs

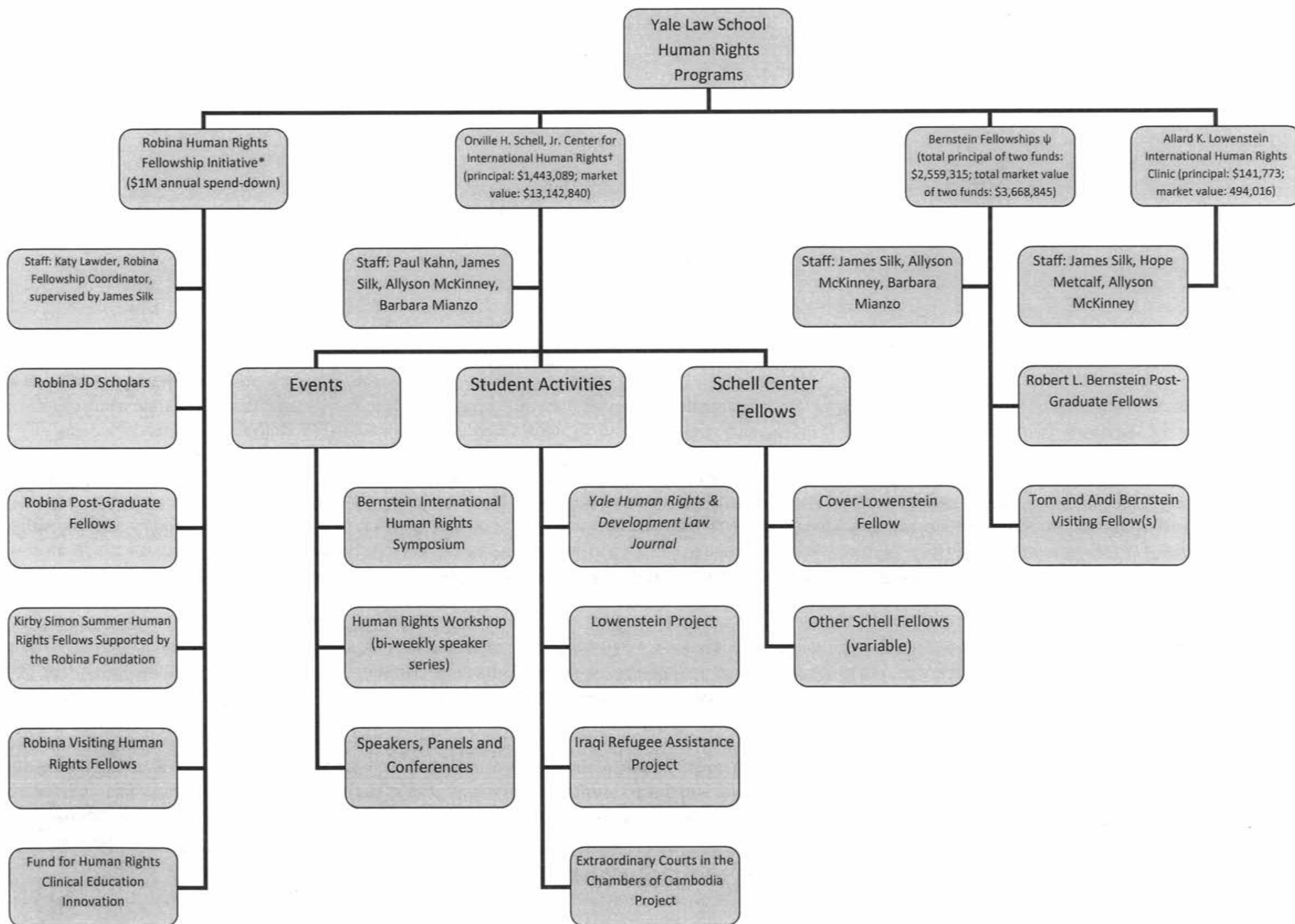
* The Robina Foundation Human Rights Initiative has been supported by a gift of \$1,000,000 annually since May 2008. The Robina Initiative provides comprehensive support for individuals interested in human rights in all stages of their careers, from first-year law students to those pursuing post-graduate fellowships. The goal of the Robina Initiative is to foster and support a commitment to international human rights, by leveraging the robust international human rights community that already exists at the Law School.

† The Schell Center is supported by the Orville H. Schell, Jr. Center Endowment Fund (est. 1988), which has a principal of \$1,443,089 and a market value of \$13,142,840 as of June 30, 2011. The Fund's annual income distribution in 2011-12 is \$638,113. The Schell Center's activities are also supported by the Vivien Wei-Ying U Fund for Human Rights (est. 1998), which has a principal of \$180,724 and a market value of \$361,976 as of June 30, 2011. The Wei-Ying U Fund's annual income distribution in 2011-12 is \$17,575.

Ψ The Bernstein Fellowships are supported by two separate endowment funds. The Robert L. Bernstein Post-Graduate Fellowships are funded by the Robert L. Bernstein Fellowship Endowment Fund (est. 2001), which has a principal of \$1,759,315 and a market value of \$2,835,248 as of June 30, 2011. The Robert L. Bernstein Fund's annual income distribution in 2011-12 is \$137,657. The Tom and Andi Bernstein Visiting Fellowship(s) are supported by the Tom and Andi Bernstein Fund for Human Rights Endowment Fund (est. 2008), which has a current principal of \$800,000 and a market value of \$833,597 as of June 30, 2011. The Tom and Andi Bernstein Fund's annual income distribution in 2011-12 is \$40,473. This Fund's principal will continue to be added to in the next several years.

‡ The Allard K. Lowenstein International Human Rights Clinic is supported by the Allard K. Lowenstein Endowment Fund (est. 1996), which has a principal of \$141,773 and a market value of \$494,016 as of June 30, 2011. The fund's annual income distribution in 2011-12 is \$23,986. The Lowenstein Clinic's budget is supplemented by Yale Law School general funds.

Components of the Yale Law School Human Rights Programs



Components of the Yale Law School Human Rights Programs

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July 30, 2013

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

Dear Penny:

I am pleased to submit the annual progress report for the Council on Foreign Relations (CFR) International Institutions and Global Governance (IIGG) program. The reporting period is from July 1, 2012, to June 30, 2013.

This year marked an exciting new phase for the IIGG program. After devoting four years to mapping the institutional and governance landscape on a range of global challenges, IIGG targeted specific issues where its efforts could provide the greatest contribution to improving international cooperation. By leveraging its distinguished network of U.S. and foreign partners and by expanding its rich programmatic activities, IIGG has continued to offer pioneering solutions to today's most urgent challenges.

IIGG launched a new project on safeguarding the global supply of medicine. The project was initiated at the request of Dr. Margaret Hamburg, the commissioner of the Food and Drug Administration, who asked IIGG Director Stewart Patrick for ideas on how to ensure the quality of medicines as they are produced through global supply chains. IIGG has provided preliminary ideas to Dr. Hamburg and her team and is now organizing a workshop in September where drug regulators from eleven major producing and importing countries will have an opportunity to learn from regulators and scholars about how analogous regulatory challenges have been handled in other sectors.

IIGG also published a new report, the Global Governance Report Card, which grades international and U.S. efforts in addressing six major global governance challenges, ranging from transnational terrorism to climate change and financial instability. The report card enlisted the expertise of more than fifty CFR experts and external specialists to analyze shortcomings in current global responses and to provide policy recommendations to overcome these deficiencies.

Ms. Penny Hunt
July 30, 2013
Page 2

The report card has been highly commended by U.S. and international policymakers, academics, and educators.

IIGG also released a new component of its flagship interactive, the Global Governance Monitor, on transnational crime. This monitor received eleven Telly Awards—honoring the best television commercials, film productions, and web content—for excellence in online education. The competition featured more than 12,000 entries from across the United States and around the world.

In addition, IIGG cohosted with Google Ideas, the “think-do” arm of Google, and the Tribeca Film Festival a summit on transnational illicit networks. Leveraging IIGG’s research expertise in the area and the technical expertise of its partners, the summit examined how technology can be used to track, disrupt, and dismantle international criminal networks.

Lastly, IIGG deepened and broadened the work of the Council of Councils (CoC). The CoC hosted its first two regional conferences in Singapore and Moscow, followed by its second annual conference in Washington, DC. CoC publications were disseminated to policymakers and posted online. CoC members have lauded the CoC as a unique network to share and debate national perspectives on major global issues. Over the next year, the CoC will host three regional conferences in Italy, Mexico, and Australia, as well as an annual conference in New York.

We are grateful for the generous and continued support of the Robina Foundation for the new phase of the IIGG program. Please contact me or Stewart if you have any questions or need additional information about this project report. Stewart can be reached at 202.509.8482 or spatrick@cfr.org.

Sincerely,

A handwritten signature in black ink, appearing to be 'R. Haass', written in a cursive style.

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

Annual Report Executive Summary

International Institutions and Global Governance Program

Over the past year, the Council on Foreign Relations' (CFR) program on International Institutions and Global Governance (IIGG) has invigorated policy discussions on urgent global challenges facing the United States and its partners abroad, and contributed innovative proposals for more effective multilateral cooperation in addressing them. Through a robust research agenda, compelling meetings and international conferences, cutting-edge multimedia initiatives, and extensive and influential promotional campaigns, the IIGG program reinforced its status as a premier source of knowledge and policy influence on matters of global governance.

Shaping U.S. and global public policy was a focal point of IIGG's activities in FY2013. A new partnership with the U.S. Food and Drug Administration (FDA), at the request of the FDA commissioner Margaret Hamburg, allowed IIGG to inject creative ideas and propose solutions to ensure safety in the global supply chain for pharmaceutical products. This ongoing partnership will include a September 2013 workshop in Washington, DC, where IIGG will convene international drug regulators and experts from other industries who have experience in supply chain management. The aim of this workshop will be to discuss and generate policy solutions for safeguarding the global trade in medicines.

IIGG publications have also been embraced by senior policymakers and thought leaders. In a *Washington Post* opinion piece, former State Department director of policy planning Anne-Marie Slaughter wrote, in reference to an IIGG working paper, "The Council on Foreign Relations passes the 'big ideas' test." In the past year, CFR fellows supported by the Robina grant have advised senior U.S. officials in the Departments of State, Justice, Labor, and Defense, and counseled congressional committees on a range of critical global issues like counterterrorism, cybersecurity, public health, and human rights. IIGG director Stewart Patrick has remained a valued resource for the media, as well as domestic and international policymakers, including in policy discussions on humanitarian intervention, transnational crime, and the future of the Group of Twenty (G20). As part of the "Think 20"—a group of experts on the G20—Patrick helped to advise the Russian government on the agenda it should pursue during its yearlong chairmanship of that body.

Over the past year, the IIGG program also produced fresh analysis on major global governance threats. The Global Governance Report Card—an initiative that grades U.S. and international efforts in addressing six acute global challenges—was launched to wide acclaim from policymakers, scholars, and the media. The Report Card was also blogged and tweeted heavily by international experts, NGOs, universities, and international institutions.

IIGG also expanded its partnership with the Tribeca Film Festival and Google Ideas (Google's "think-do" tank), sponsoring a two-day summit to assess the potential of technology to combat transnational crime. The Illicit Networks: Forces in Opposition (INFO) Summit convened two hundred participants, including government officials, human trafficking survivors, and technology and engineering leaders to share experiences and generate new ideas to counter increasingly sophisticated cross-border crime. Summarizing one of the major takeaways from the event, IIGG director Stewart Patrick concluded that "successful approaches [to combat transnational crime] will require more effective multilateral cooperation in partnership with the private sector and civil society."

The IIGG program also redoubled its efforts to build up the Council of Councils (CoC) initiative. Over the past year, IIGG held its first two regional conferences (in Singapore and Moscow), and its second annual conference in Washington, DC. All three events were widely attended and praised by the CoC membership as unique opportunities to share and debate competing national perspectives on flashpoint issues in global governance. FY2013 was also a successful year for CoC publications, which garnered significant attention online and demonstrated policy impact in member state capitals. For instance, prior to the regional meeting in Moscow, IIGG and its Russian partner institution commissioned and assembled a compendium of expert briefs from fourteen CoC experts, offering recommendations for Russia's G20 chairmanship. Ms. Kusenya Yudaeva, the representative spearheading Russia's G20 effort, praised this document, which gained wide circulation within the Russian government. In addition, the first installment of the CoC's new online publication, the "Global Memo," was the top viewed piece on CFR's home page over the week it was released, and was shared over 200 times on social media sites.

Beyond the success of the "Global Memo," the IIGG program has, over the past year, significantly expanded its online presence and digital outreach. Through new products, such as the Global Governance Report Card, and a fresh social media strategy with timely and frequent Facebook updates and posts for Stewart Patrick's blog The Internationalist: World Order, State Sovereignty, and Multilateral Cooperation, IIGG has increased its online audience dramatically. For instance, Patrick's blog, which appears on CFR.org and it frequently reposted on partner sites like TheAtlantic.com, has been viewed more than 100,000 times. The Global Governance Monitor also increased its digital reach to more than 260,000 views since its launch, and it continues to be recognized for its excellence by the Telly Awards, which honors the best in online video content.

Next year, IIGG will continue several of its projects from FY2013, and also embark on some new initiatives. The program will focus primarily on four areas: ① building the Council of Councils initiative; ② examining the rise of new middle tier powers and their impact on world order; ③ exploring the future of U.S. sovereignty; and ④ considering the utility of informal approaches to global governance challenges. In addition, the IIGG team will update the look and feel of the award winning Global Governance Monitor, and issue its second installment of the Global Governance Report Card.

International Institutions and Global Governance Program

Annual Report to the Robina Foundation

Project director: Stewart Patrick, senior fellow and director of the International Institutions and Global Governance Program

Reporting Period: July 1, 2012 – June 30, 2013

Report Due: July 30, 2013

The Council on Foreign Relations (CFR) is pleased to submit the fifth annual report of the International Institutions and Global Governance (IIGG) program. To accompany this narrative, we attach the financial statement for the current grant period. For your interest, we also include two annexes summarizing the program's FY2013 research projects and initiatives, and our anticipated work plan for FY2014.

Outline the goals and objectives established in your grant proposal.

The IIGG program aims to identify institutional requirements for effective multilateral cooperation, propose concrete responses to fill existing gaps and address urgent transnational challenges, and promote these policy recommendations at home and abroad.

In particular, as outlined in the program's grant proposal, the IIGG program focuses its activities on three substantive areas: ^①confronting transnational threats; ^②building a resilient global economy; and ^③managing the global commons. Concurrently, the program also examines how prospects for multilateral cooperation are influenced by three major cross-cutting themes: ^④leveraging the contributions of rising powers; ^⑤exploiting the capacities of regional organizations and ad hoc frameworks; and ^⑥adapting national sovereignty to an age of interdependence.

Provide a summary of your activities during the reporting period and how they relate to the achievement of the ultimate goal/purpose of the program.

In FY2013, the IIGG program pursued activities in all six aforementioned issues areas and cross-cutting themes, dedicating the most attention and resources to examining the challenges posed by transnational threats, regional organizations, and rising powers on global governance. Through a rigorous program of cutting-edge research and consultations, an array of compelling meetings and workshops, and a vigorous communications and dissemination strategy to publicize its many publications and multimedia offerings, the IIGG program cemented CFR's reputation as the world's premier source of new thinking and international policy debate on global governance.

Shaping U.S. and Global Public Policy

Over the past year, IIGG has become an increasingly important resource for senior public officials and influential policy elites concerned with the management of global issues. U.S. and foreign officials have relied on the ideas generated at IIGG meetings and in IIGG's authoritative publications for

creative solutions to major threats and challenges. To cite one example, the commissioner of the U.S. Food and Drug Administration (FDA), Margaret Hamburg, requested IIGG's assistance in designing a "global alliance of regulators" that could help ensure the safety and security of global supply chains that produce pharmaceuticals consumed in the United States. After meetings with Dr. Hamburg and her senior staff, IIGG produced a memorandum outlining options for such an institution based on lessons learned from regulatory efforts in other sectors, such as civil aviation and international finance. Subsequently, the FDA requested that IIGG organize a workshop in FY2014. This workshop will bring together public health regulators from around the world, as well as officials from other international organizations that confront regulatory challenges, to share experiences and discuss policy options to overcome the problem of substandard, counterfeit, and fraudulent medicines.

IIGG has also produced several publications with fresh policy recommendations that have been endorsed by senior policymakers. In an opinion piece in the Washington Post, Anne-Marie Slaughter, former State Department director of policy planning, referenced an IIGG working paper, noting "The Council on Foreign Relations passes the 'big ideas' test with a paper that has a weighty title: 'Democratic Internationalism: An American Grand Strategy for a Post-exceptionalist Era,' by Daniel Deudney and John Ikenberry." More generally, all IIGG publications have, upon release, been sent to select high-ranking U.S. officials and heads of major international institutions. For example, the Policy Innovation Memorandum on the Global Trust for Rule of Law was sent to The Honorable Michael Posner, then assistant secretary of state for democracy, human rights, and labor (DRL), and Samantha Power, former special assistant to President Obama and senior director for multilateral affairs and human rights on the National Security Council. The Memorandum, along with all IIGG working papers, gained additional exposure at roundtable meetings that convened senior policy experts and government officials.

Policymakers have also relied on IIGG—and CFR more generally—as a platform to discuss the role of U.S. leadership in tackling global issues and reforming international institutions. Collaborating with CFR's meetings team, IIGG has sponsored dozens of events featuring influential public figures. For example, Nobel Prize laureate and human rights activist Aung San Suu Kyi chose an IIGG-sponsored roundtable to make her first on-the-record video appearance following her release from house arrest. Former secretary of state Hilary Rodham Clinton delivered a much anticipated farewell address from CFR's Washington, DC, office, in which she declared that the United States faces an array of challenges to adapt to "new realities of global power and influence," yet is also "uniquely positioned" to provide global leadership. In New York, meanwhile, IIGG sponsored a meeting with the secretary-general of the United Nations, Ban Ki-Moon, who underscored the critical role of the United Nations in addressing 21st century global challenges. He also emphasized that the UN cannot solve crises without U.S. assistance, arguing: "We need national leaders to think globally. We need a stronger sense of collective responsibility. And we need the United States."

Policymakers, and the national and international media, have continued to turn to IIGG Director Stewart Patrick to provide real-time analysis on major global governance events. In September, for instance, Patrick previewed President Obama's address to the 67th session of the UN General Assembly on C-SPAN, providing analysis and answering questions on themes including the Syrian crisis, Iran's nuclear program, anti-U.S. riots in Libya, and U.S. relations with Egypt. Patrick's expertise on multilateral cooperation and the foreign policy dimensions of the G20 have also been in demand by foreign governments. As part of the Think 20—a group of experts on the G20—he helped

to advise the government of Russia on the agenda for its incoming chairmanship of that body. Throughout FY 2013, Patrick was also approached by Google Ideas, National Public Radio, and the United Nations, in addition to the FDA, to provide expert analysis on critical challenges.

Finally, as a result of the Robina grant, CFR fellows have had the opportunity to meet with and advise senior U.S. officials in the Departments of State, Justice, Labor, and Defense, and to counsel congressional committees on a range of critical global issues like counterterrorism, cybersecurity policy, public health, and human rights. Some examples are noteworthy:

- Senior Fellow for Global Health Yanzhong Huang testified on China's public health status for a hearing on "[Food and Drug Safety, Public Health, and the Environment in China](#)" before the Congressional-Executive Commission on China (CECC);
- Fellow for Southeast Asia Joshua Kurlantzick met with the U.S. State Department Special Coordinator for Burma Patrick Murphy to discuss Burma's reforms and development path, and the role of multilateral donors in aiding Burma;
- Adjunct Senior Fellow for International and National Security Law John B. Bellinger III testified on the topic of "[Drones and the War on Terror: When Can the U.S. Target Alleged American Terrorists Overseas?](#)" before the House Committee on the Judiciary; and
- Douglas Dillon fellow Micah Zenko testified at a hearing on U.S. drone strike policies before the Senate Committee on Foreign Relations, Senate Intelligence Committee, and House Armed Services Committee, as well as the European Delegation to the U.S.

Implementing a Robust Research Agenda

Identifying the requirements to respond to today's most critical global challenges requires in-depth expertise on specific issues, regions, and institutions. In FY2013, IIGG worked with fellows across the CFR David Rockefeller Studies Program, as well as external experts, to produce publications, conferences, and multimedia features that identify gaps in the current framework of international cooperation and propose reforms to update major international institutions.

IIGG's marquee research product in FY2013 was the "[Global Governance Report Card](#)" (GGR)—the first effort to grade the performance of multilateral cooperation in addressing six acute global challenges: nuclear weapons proliferation; transnational terrorism; climate change; armed conflict; financial instability; and threats to global health. The GGR enlisted more than fifty CFR and external experts to provide a thorough analysis of shortcomings in current global responses as well as original policy recommendations to overcome these deficiencies. Feedback for the report has been uniformly positive, with leaders of major international organizations sharing the document widely with colleagues. Educators have also responded enthusiastically, with one university professor emailing, "It will be quite useful in teaching."

The GGR, which was released on Earth Day, assigned the lowest grade to international efforts to address climate change. The report card argued that both American measures, which earned a C-, and broader global measures, which earned a D, fell significantly short of what the crisis requires. These poor marks reflected the international community's failure to achieve meaningful global reductions in

greenhouse gas emissions or to adequately prepare for rising temperatures. The report found the U.S. efforts similarly disappointing due to resistance to new investments in green technology and weak climate regulation.

The GGR awarded its highest marks in the areas of global finance and terrorism, with experts assigning a B to international efforts and a B+ to U.S. efforts in both categories. Experts agreed that the swift and coordinated policy responses to the 2008 financial crisis helped the world economy rebound in the second half of 2009. The United States demonstrated leadership by pursuing an expansionary economic policy to revive its own economy, and by coordinating rescue packages and broader economic policies with international institutions. On terrorism, the report recognized successes including the removal of high-level al-Qaeda leaders and effective policing of terrorist activity and financing. Terrorism deaths worldwide reached a five-year low in 2011.

Beyond generating a significant buzz online (the GGR was heavily blogged and tweeted by international experts, nongovernmental organizations (NGOs), universities, and international institutions), the report was also circulated widely to U.S. policymakers and leaders of international institutions. Its innovative format provided influential decision-makers with a concise, easily digestible evaluation of current global governance structures, while raising awareness of the strengths and weaknesses of current efforts—including those by individual governments, international organizations, and NGOs.

During the past year, IIGG also launched a new component and two annual updates of the award-winning Global Governance Monitor (GGM). The new GGM component addressed the burgeoning problem of transnational crime, and concluded that global efforts to combat this scourge suffer from a lack of political will and a dearth of data on international criminal activity. The GGM remains one of IIGG's signature products, which enriches the general public's—as well as students'—understanding of the major global governance challenges. In the review period, the IIGG program marketed the GGM (along with IIGG publications) at the [International Studies Association Annual Convention](#) in San Francisco. For five days, a staff member manned a dedicated IIGG program booth that showcased the GGM videos on a widescreen TV, discussed its use in classrooms, and distributed trifolds detailing its nine components. IIGG also created a large GGM banner to attract walk-in traffic.

Moreover, IIGG has collaborated with corporations and NGOs to offer innovative ideas to counter major global challenges. In July 2012, for instance, IIGG cohosted a major summit with Google Ideas (Google's "think-do" tank) and the Tribeca Film Festival to assess the potential of technology to combat transnational crime. The [Illicit Networks: Forces in Opposition \(INFO\) Summit](#) convened two hundred participants from a broad range of backgrounds and experiences, including government officials, human trafficking survivors, North Korean defectors, technology and engineering leaders, and port security experts. Speakers included the secretary-general of Interpol Ronald Noble, the former U.S. secretary of homeland security Michael Chertoff, and the executive chairman of Google Eric Schmidt. Summarizing one of the major findings of the Summit, CFR Senior Fellow Stewart Patrick remarked that the illicit economy is deeply embedded in globalization. "Each of us here is linked to it, wittingly or unwittingly, by the choices we make," he explained, whether it is doing something complicit, like buying illegal drugs or pirated goods, or purchasing everyday items, like clothing or food delivered by supply chains that depend on slave labor. Patrick concluded that

“successful approaches [to combat transnational crime] will require more effective multilateral cooperation in partnership with the private sector and civil society.”

IIGG showcased its newest component of the Global Governance Monitor, Transnational Crime, at the INFO Summit. Working with Google, IIGG designed a booth that allowed participants to explore the component’s various chapters, including the mini-documentary on transnational crime (showcased on loop). The booth and, in particular, the documentary generated immense interest. Throughout the conference, participants and speakers stopped at the booth to explore the guide and took GGM trifold to distribute to colleagues. Furthermore, conference participants received a digital briefing book, which included references and links to the GGM.

In addition, IIGG co-hosted two international conferences in Egypt and Indonesia as part of its flagship meeting series “[Rising Regionalism](#)”. These events brought CFR fellows together with experts and policymakers from the Middle East and Southeast Asia, respectively, to examine trends in regional cooperation as well as the relevance of regional institutions in the face of political instability and looming security threats. In Indonesia, IIGG also launched a new meeting series that examines the rise of middle-tier powers. A one-day conference on “Emerging Indonesia: Implications for World Order and International Institutions” gathered leading policy experts from Indonesia, the region, and CFR to explore Indonesia’s top foreign policy aspirations and strategies.

Lastly, IIGG sponsored five [working papers](#) that provided new insights and practical recommendations on topics ranging from U.S. engagement with the Association of Southeast Asian Nations (ASEAN) to U.S. prospects for building strategic coalitions among like-minded democracies. These publications garnered praise from the media, policymakers, and issue-specific experts. For instance, an Internationalist blog post on the IIGG working paper “The Irony of Global Economic Governance: The System Worked” was [reposted](#) on CNN’s Global Public Square. Additionally, Mark Lagon’s IIGG Policy Innovation Memorandum proposing the creation of a [Global Trust for Rule of Law](#) attracted wide attention in U.S. and international policy circles, as well as endorsements from associations like Freedom House, the UN Foundation, and the American Bar Association Rule of Law Initiative.

Leading the Conversation on Global Governance

The [Council of Councils](#) (CoC)—CFR’s flagship international meeting series, which gathers twenty-four policy institutes in a conversation on how to generate effective multilateralism—entered its second year of activities, holding two regional conferences in Singapore and Moscow, and an annual conference in Washington, DC. This one-of-a-kind global network provides an unprecedented opportunity for influential thinkers from around the world to present, debate, and generate ideas on how to improve multilateral cooperation. As a testament to the perceived importance of this initiative, the CoC continued to attract high-profile speakers. For instance, the CoC annual conference in Washington, DC, featured Michael Froman, deputy assistant to the president and deputy national security adviser for international economic affairs, David Lipton, first deputy managing director of the International Monetary Fund, and Timothy Geithner, former secretary of treasury.

In addition to the high-level keynote speakers and the substantive discussions, the events provided an opportunity to build professional links among experts and to engage with high-level government

officials in host countries. The feedback from CoC partners has been overwhelmingly positive, with many remarking on the value of having a forum to discuss competing national perspectives on flashpoint issues in global governance. Moreover, CoC members—at their own initiative—have begun to form bilateral and minilateral partnerships on major projects. For instance, Japan's Genron NPO and Korea's East Asia Institute have launched the [Japan-Korea Future Dialogue](#), conceived as a vehicle to encourage closer collaboration between the two governments. Such valuable partnerships would have been unlikely without the launch of the CoC.

The CoC has also begun to influence decision-makers through its publications. Prior to the regional meeting in Russia, IIGG commissioned and assembled a compendium of expert briefs from fourteen CoC experts. This report, which provided recommendations to the Russian delegates chairing the G20, was widely circulated among Russian officials, including with Ms. Kusenya Yudaeva, the representative spearheading Russia's G20 effort, her negotiating team, and Russian finance ministry officials; Ms. Yudaeva specifically lauded the usefulness of the compendium in her appearance at the regional meeting in Moscow.

Lastly, a new online publications series, the "Global Memo," provides an opportunity for CoC experts to offer unique perspectives on major governance issues on CFR's web page. Launched in May, the first Global Memo on [cybersecurity and internet governance](#) was the most viewed piece on CFR's home page over the week it was released, and was shared 129 times on Facebook and 165 times on Twitter. The publication was also reposted by a number of institutions, including the Internet Society, the Bulgarian Embassy, and the Africa Governance Institute.

Over the next year, IIGG will hold three separate CoC regional meetings (in Rome, Mexico City, and Sydney)—with the host organization covering the lion's share of the conference costs—and an annual conference in New York. The ongoing commitment by our CoC partners to cultivate the network by hosting and participating at conferences around the world attests to the value and impact of the CoC initiative.

Expanding Digital Outreach

The IIGG program has significantly expanded its online presence. As mentioned above, in spring 2013, IIGG released a major new online offering, the Global Governance Report Card. This multimedia feature offers a fresh approach to depicting progress (or lack thereof) in addressing six global challenges. The document, taking the form of a school-style report card accompanied by a page of infographics called the "class list," was sent to more than 10,000 targeted people. In the launch week, the GGR was featured on CNN's Global Public Square blog in a post entitled "[Grading the World on Our Biggest Problems](#)" and received close to 10,000 page views. The GGR was also featured in an advertisement on *Foreign Affairs* online for one month, through which it received over 500 clicks.

IIGG also released a new installment of the Global Governance Monitor—on Transnational Crime—and updated two existing components to reflect recent international events. The new component on Crime offers educators, students, and the interested public a unique digital resource to learn about gaps and challenges in fighting crime on a global scale. Upon release, the crime component was distributed to over 1,000 people. Journalists and bloggers subsequently received a news release. The

Transnational Crime GGM also received heavy exposure on Twitter, including tweets by the Carnegie Endowment's Moises Naim, who has over 100,000 followers, and Jared Cohen, who has nearly 300,000. It was also recognized by peers in the online world, receiving four Telly awards. It received three within the "Internet/Online Programs, Segments, or Promotional Pieces" division, earning silver (the top Telly award) in the "social issues" category and bronze in the "documentary" and "education" categories. In the "Internet/Online Video" division it also earned a bronze award in the "education" category.

Release dates for the two GGM updates for FY 2013 were deliberately timed to coincide with major world events. The component on Global Finance was released just after the spring meetings of the IMF and the World Bank, while the component on Armed Conflict was released prior to the opening session of the United Nations General Assembly in September 2012. Over the past year, the Global Governance Monitor has received almost 77,000 additional page views, bringing its total viewership since its launch to over 260,000 page views. The Global Governance Monitor remains among the top thirty most viewed pages on CFR.org.

Lastly, IIGG has successfully leveraged social media to promote its activities. Over the past year, Patrick's blog, [*The Internationalist: World Order, State Sovereignty, and Multilateral Cooperation*](#), has been a sought-after resource for analysis on contemporary global governance challenges. As a result of his blog posts, Patrick received interview requests from news agencies around the world, including the National Public Radio, Public Radio International, the State Department's "Conversations with America" series, KCBS Radio, and Warren Olney's "To the Point," among numerous others. In the past year, the blog has been viewed more than 100,000 times on CFR.org and its partner sites. A number of Patrick's blogs were also reposted by the online publication, The Atlantic.

Furthermore, the IIGG Facebook Page, created in January 2012, has become an effective tool for disseminating the work of the IIGG program. The page itself has reached nearly 2000 page "likes", with top audiences from the United States, United Kingdom, India, Pakistan, Brazil, Italy, and Turkey. The Facebook page posts feature current affairs related to the components of the Global Governance Monitor and the Global Governance Report Card, as well as content from Patrick's blog. On average, Facebook posts generate up to 4800 views.

Describe any unanticipated results, and lessons learned during the past year, and any changes you have made or propose to make to the project or the timing of the project.

Over the past year, IIGG adjusted its work plan to accommodate new activities. In the process, the program shifted, postponed, or cut back previously scheduled activities to ensure adequate staffing and logistical support. Programmatic modifications included:

- 1. Launching a new online publication, the "Global Memo," in response to feedback from CoC members at this year's Annual Conference. Authored by one CoC expert each month, each memo offers an in-depth look at a pressing global governance issue. The "Global Memo" replaces the "Global Roundup."
- 2. Forming a partnership with the U.S. Food and Drug Administration. The FDA requested IIGG assistance in the design of a new international coordinating body, which the FDA refers to as a

“global coalition of medicines regulators.” Its aim is to ensure safety and security in the transnational production and distribution of pharmaceuticals. IIGG has been assisting the FDA with preparation for a major workshop in the fall of 2013 on the topic.

- ③ Postponing the Annual Global Governance Conference until FY2014. Next year, the conference will take place not at Princeton University, but at a different venue, Oxford University. The new location will allow us to expand the conversation globally, particularly to top European thinkers and policy officials.
- ④ Deferring planned workshops on “Exploring the Future of U.S. Sovereignty” to FY2014. IIGG plans to assess the impact of multilateral cooperation on the diverse aspects of U.S. sovereignty by engaging legal scholars, political experts, and current U.S. officials in two to three workshops. The discussions will feed into the Patrick’s single-author volume on the future of U.S. sovereignty.
- ⑤ Adding two full-time Research Associates in New York and Washington, DC, to support IIGG’s wide array of events, publications, and day-to-day management of the Council of Councils initiative.

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

The IIGG program had a balance of \$237,399 at the end of the fifth year, which is year one of Phase II and year two of the Council of Councils. This figure will be applied to year six activities.

IIGG has continued to deliver on an ambitious agenda while incurring significant cost savings for the program. The largest savings stem from the Council of Councils initiative as a result of lower expenses associated with staff salaries and publications. The CoC initiative leveraged core IIGG staff to manage the initiative as it shifted the management of the program from the Executive office to IIGG during its second year. CoC also benefitted from member contributions to host regional events and cover their own institution’s travel expenses.

Outreach and communication expenses were significantly lower as IIGG utilized innovative marketing and advertising strategies for flagship products, including social media, direct email campaigns, and existing promotional material. In addition, IIGG launched a major upgrade to the Global Governance Monitor; however, this project will be finalized in the fall of 2013, and the application of savings to fifth year programs should result in the project coming in at budget in year six.

Throughout its fifth year, the IIGG program aimed to produce cutting edge research and host major events in New York, Washington, DC, and abroad. As a result, the program incurred additional costs associated with research-related travel and research-related publications. Lastly, studies staff also incurred higher expenses to support the efforts of fellows’ activities for the IIGG program.

COUNCIL ON FOREIGN RELATIONS

Financial Statement

Robina Foundation

July 1, 2012 - June 30, 2013

Year five award	\$2,046,627	
Balance as of June 30, 2013 to be applied to year six activities	\$237,399	
	Approved Budget	Actual Expenses
Core Staff	\$476,500	\$471,034
Senior Fellow and Studies Staff	\$457,000	\$498,692
Events	\$148,380	\$118,219
Research Travel	\$72,580	\$115,811
Publications	\$82,650	\$51,098
Multimedia	\$120,420	\$77,875
Council of Councils (CoC)*	\$286,593*	\$128,967
Research Materials	\$20,100	\$22,948
Outreach/Communications	\$76,720	\$18,900
Project Management	\$266,951	\$266,951
Total	\$2,007,894	\$1,770,495

*Note the CoC approved budget total reflects the year two CoC budget since expenses are based on the initiative's second year of activity. All other budget categories follow IIGG's year one approved budget.

International Institutions and Global Governance Program

Annex I: FY13 Activities and Outputs

Program Director: **Stewart Patrick**, senior fellow and director of the International Institutions and Global Governance program

Reporting Period: July 1, 2012–June 30, 2013

Report Due: July 30, 2013

Council of Councils (CoC) Second Annual Conference:

- The CFR-hosted conference in Washington, DC, marked the fourth gathering of the CoC membership (March 10, 2013–March 12, 2013).

Sessions on the following topics were included:

- “Climate Change: Multilateral Approaches for the Future”
- “Development: Setting New Goals and Establishing New Frameworks”
- “Revitalizing Trade: Global, Regional, or Plurilateral Approaches”
- “The Evolution of the IMF in the Financial System”
- “Setting Rules for Outer Space”
- “The Obama Administration’s Global Economic Priorities”
- “Global Internet Governance”
- “Wrap-Up: Where Do We Go From Here?”

Council of Councils Regional Conferences:

- Asia Regional Conference: “Asia at the Crossroads: Regional Priorities for the Twenty-First Century”

The first CoC regional conference was cohosted by CFR and the S. Rajaratnam School of International Studies in Singapore (October 30, 2012–October 31, 2012).

Sessions on the following topics were included:

- “Stabilizing the Global Financial System”
 - “Advancing Trade Liberalization”
 - “Strengthening Maritime Security and Freedom of Navigation”
 - “Assessing the Proliferation Threat in Asia”
 - “The Future of Asian Security Cooperation”
- Europe Regional Conference: “Russia, Europe, and the Future of Global Governance”
- The second CoC regional conference was cohosted by CFR and the Institute of Contemporary Development in Moscow, Russia (December 12, 2012–December 13, 2012).

Sessions on the following topics were included:

- “Russia’s G20 Chairmanship”
- “The Eurozone Crisis and Global Economy”
- “Syria and the Function of the UN Security Council”

– “Cybersecurity and Institutional Reforms”

CoC “Global Roundup” Expert Roundup (provided by CoC members):

- [“Examining Rio+20’s Outcome”](#)
- [“The United Nations and the Future of Global Governance”](#)
- [“The Case for IMF Quota Reform”](#)
- [“The Doha Climate Debate”](#)
- [“Challenges for Global Governance in 2013”](#)
- [“Global Advice for Obama’s Second Term”](#)

CoC “Global Memo” Expert Brief (provided by CoC members):

- [“Cybersecurity and Internet Governance”](#)

Roundtables:

- [Global Stakes in Human Rights Roundtable Series:](#) 5
- [The United States and the Future of Global Governance:](#) 7
- [Dual Use Biology and Repercussions for Security:](#) 4
- [Global Health Norm Setting:](#) 3
- [International and National Security Law:](#) 1
- [U.S.-UN Roundtable Series:](#) 5
- [Roundtable Series on the Rule of Law and U.S. Foreign Policy:](#) 3

Workshops and Study Groups:

- [Making Multilateralism Work:](#) 3
- [Rising Regionalism:](#) 2
- [International Institutions and Human Dignity:](#) 1
- [Sustaining Healthy Development: Post-MDGs Agenda:](#) 1

Congressional Meetings and Briefings:

- Expert Bank Briefings: 20
- Congressional Senior Staff Roundtables: 10
- Foreign Policy Breakfast Forums: 3
- Senate Chiefs of Staff Dinners: 2

Publications, Meetings, and Briefings by Stewart Patrick:

- [Blog Posts:](#) 76
- Briefings of Government Officials or Prominent Experts: 7
- Articles: 5

Symposia:

- [Freedom in the World 2013](#) (January 16, 2013)

This meeting was cosponsored by CFR and Freedom House and featured a panel discussion on the findings of Freedom in the World 2013, the latest edition of Freedom House’s annual assessment of political and civil rights.

Global Governance Report Card (Launched April 22, 2013)

In addition to background and an evaluation of the major players, the Report Card graded six global issues according to the following criteria:

Climate Change

- “Understanding Climate Change Threats”
- “Curbing Emissions and Protecting Low Carbon Development”
- “Monitoring and Enforcing Emissions Cuts”
- “Financing Emissions Cuts and Adaptation”
- “Adapting to Climate Change”
- “Utilizing Carbon Sinks”

Global Finance

- “Managing Financial Crisis”
- “Coordinating Macroeconomic Policies and Exchange Rates”
- “Regulating Financial Institutions, Bank Capital, and Liquidity”
- “Supporting Development”
- “Reforming Governance of International Financial Institutions”

Nuclear Nonproliferation

- “Strengthening Normative and Legal Frameworks”
- “Checking State Proliferators”
- “Interdicting Illicit Nuclear Transfers”
- “Securing Fissile Material”
- “Oversight of Civil Nuclear Programs”
- “Disarmament”

Armed Conflict

- “Conflict Prevention and Mediation”
- “Strengthening Peace Operations”
- “Preventing and Responding to Mass Atrocities”
- “Peace-building and State-building”

Public Health

- “Targeting Noncommunicable Diseases”
- “Continuing the Battle Against HIV/AIDS”
- “Managing Acute Pandemics”
- “Addressing Infectious Diseases”
- “Managing Biosecurity”
- “Developing Health Systems in Poor Countries”
- “Ensuring Global Health Financing”

Terrorism

- “Establishing Counterterrorism Norms”
- “Combating Terrorist Financing”

- “Stemming the Threat of WMD Terrorism”
- “Fighting Terrorism While Protecting Human Rights”
- “Developing Effective Terrorism Prevention Strategies”

Global Governance Monitor:

- Relaunch Updates: 2
- New Components: 1

Policy Innovation Memoranda:

- Mark Lagon, “A Global Trust for Rule of Law,” October 2012.

Working Papers:

- Daniel W. Drezner, “The Irony of Global Economic Governance: The System Worked,” October 2012.
- Daniel Deudney and G. John Ikenberry, “Democratic Internationalism: An American Grand Strategy for a Post-exceptionalist Era,” November 2012.
- Joshua Kurlantzick, “ASEAN’s Future and Asian Integration,” November 2012.
- Ash Jain, “Like-Minded and Capable Democracies: A New Framework for Advancing a Liberal World Order,” January 2013.
- Yanzhong Huang, “Enter the Dragon and the Elephant: China’s and India’s Participation in Global Health Governance,” April 2013.

International Institutions and Global Governance Program

Annex II: FY13 Anticipated Activities

Program Director: **Stewart Patrick**, senior fellow and director of the International Institutions and Global Governance program

Reporting Period: July 1, 2012–June 30, 2013
Report Due: July 30, 2013

The International Institutions and Global Governance (IIGG) program will devote its sixth year to expanding on several projects initiated in FY2013. These include: building the Council of Councils initiative; examining the role of middle tier countries in global governance; considering the merits of informal mechanisms of multilateral cooperation; and exploring the shifting nature of U.S. sovereignty. The IIGG program will also release an updated version of its Global Governance Report Card.

Building the Council of Councils Initiative

The IIGG program will continue to build the Council of Councils initiative with three regional conferences and an annual conference in New York, a monthly online publication series, and a new online presence through an updated webpage. In September 2013, IIGG will cohost with the Institute of International Affairs the third regional conference, “Europe and the Future of Global Governance,” in Rome, Italy. This will be followed in late November by a regional conference in Mexico City in collaboration with the Mexican Council on Foreign Relations, and, in February 2014, a regional conference in Sydney, Australia, cohosted by the Lowy Institute for International Policy. In May 2014, CFR will host the third annual CoC conference in New York City.

IIGG will also expand the CoC’s new online publication series, the “Global Memo.” Launched in May 2013, this online publication provides CoC members an opportunity to share their unique perspective and opinions on major global governance issues. IIGG plans on releasing one Global Roundup each month. Lastly, IIGG is working with departments across CFR to build a new homepage for the CoC initiative. When completed, the new webpage will provide CoC members and interested audiences with a fresh and dynamic portal to major CoC activities taking place throughout the year.

Enlisting Middle Tier Countries

Dramatic shifts in global power are testing the capacity, credibility, and legitimacy of existing international institutions. Forging compromise between established and emerging powers on new global rules and on reforms to current multilateral organizations will be a defining task of statesmanship in the twenty-first century. Following on IIGG’s successful meeting series on major Emerging Powers, IIGG will expand its research and policy agenda to examine middle-tier, rising powers, including Indonesia, Turkey, South Africa, and Mexico. After launching the initiative with a conference in Indonesia in June 2013, IIGG will look into Turkey and South Africa. The purpose will be to better understand their evolving thinking regarding global challenges and global institutional reform across a number of issue areas.

Examining Informal Frameworks of Global Governance

New research in international relations indicates that success in governance of transnational challenges can often be best achieved through informal frameworks of cooperation. Some of the most promising institutions today increasingly adopt soft, voluntary approaches to solve their problems rather than the traditional “hard law” approaches lined to treaty-based intergovernmental organizations. These informal approaches include international standards, codes of conduct, principles, certification programs, and labels, among others. These institutions also tend to incorporate a wider array of actors in governance structures, such as business firms and NGOs, often in the form of public-private partnerships. Such actors possess unique competencies in global regulation and may be more likely to succeed than purely intergovernmental approaches. In its collaboration with U.S. Food and Drug Administration (FDA), for instance, IIGG is exploring how the private sector may be enlisted to help contain the risk of counterfeit and substandard medicines.

The IIGG program is also conducting research on how public-private arrangements may help advance global governance, particularly in setting new international standards and establishing codes of conduct. One noteworthy example in this regard is the Extractive Industries Transparency Initiative (EITI). This research will likely translate into one or more IIGG publications, such as working papers or policy innovation memoranda.

Exploring the Future of U.S. Sovereignty

In a new book, “True Sovereignty: Controlling America’s Destiny in a Global Age” Stewart Patrick will explore the challenges posed to traditional U.S. conceptions of sovereignty in an increasingly globalized world. The book will examine the U.S. position on sovereignty as it relates to specific issues, including the use of force, international law, transnational threats, global economy, global commons, and international institutions. The book will argue that “the effective exercise of U.S. sovereignty in the twenty-first century will require the United States to exchange some national autonomy for the promise of greater control.” A draft of the manuscript will be ready by late summer 2014, with publication slated for late spring/early summer 2015. Major milestones will include holding two workshops, and two manuscript review sessions in FY2014.

Expanded Diversity Initiative in Foreign Policy

Interim Report to the Robina Foundation

Project Director: **James M. Lindsay**, *Senior Vice President, Director of Studies, and Maurice R. Greenberg Chair*

Reporting Period: March 1, 2013, to July 30, 2013

Report Due: July 30, 2013

Executive Summary

The Expanded Diversity Initiative in Foreign Policy that the Council on Foreign Relations (CFR) launched in March 2012 seeks to identify talented members of underrepresented groups, expose them to job possibilities in foreign policy, actively encourage them to consider working in the field, and help them develop personal networks that will further their careers. The initiative's goal is to make the foreign policy community in the United States representative of American society as a whole.

During the last six months of the project, CFR has continued its partnership with Humanity in Action (HIA) and hosted a two-day workshop for all U.S. participants in HIA's 2013 summer fellowship program; recruited and encouraged college students from underrepresented groups to apply for the Franklin Williams internship; hosted the first annual Conference on Diversity in International Affairs; and participated in career fairs that target underrepresented groups in select cities around the country.

1. Please provide an update on your activities/work on the Robina-funded project since your last report, including how this work advances the goals and objectives set for the project.

The Expanded Diversity Initiative in Foreign Policy consists of four specific elements that were conceived to be interrelated, complementary, and mutually reinforcing: 1) a partnership with HIA to bring more minority students into HIA's acclaimed summer fellowship program; 2) an expansion of CFR's current Franklin Williams internship for college or graduate students from underrepresented groups; 3) a partnership with the International Career Advancement Program (ICAP) and the Global Access Pipeline (GAP) to heighten awareness among minority students and young professionals about foreign policy career opportunities and to deepen their involvement in the foreign policy community; and 4) increased CFR participation in college career fairs that target underrepresented students in New York, Washington, DC, and other select cities around the country.

The goals and objectives set for the project for the reporting period, include: continuing CFR's partnership with HIA, including hosting a two-day workshop for all U.S. participants in HIA's 2013 summer programs; recruiting and encouraging college students from underrepresented groups to apply for the Franklin Williams internship; hosting the first annual Conference on Diversity in International Affairs, with its partners ICAP and GAP; and continuing its participation in career fairs that target underrepresented students in New York, Washington, DC, and other select cities around the country.

2. A description of your activities/work during the reporting period, including how this work advances the goals and objectives, and how this work fits into the timeframe you outlined for the project.

During the last six months of the project, CFR has continued its partnership with HIA and hosted a two-day workshop for all U.S. participants in HIA's 2013 summer fellowship program; recruited and encouraged college students from underrepresented groups to apply for the Franklin Williams internship; hosted the first annual Conference on Diversity in International Affairs, with its partners ICAP and GAP; and participated in five career fairs that target underrepresented students in select cities around the country.

A. Partnership with HIA

The CFR-HIA partnership entails three sets of activities: ^① sponsoring minority participation in HIA's summer program, the HIA fellowship; ^② hosting a two-day workshop at CFR's Washington, DC, office for American participants in the 2013 HIA fellowship; and ^③ creating opportunities for students to develop their interests in foreign policy after completing the 2013 HIA fellowship.

Minority participation in the HIA fellowship. The Robina Foundation's generous support for CFR's Expanded Diversity Initiative made it possible for fifteen minority students to participate in the 2013 HIA fellowship program. Appendix A provides the biographies for the fifteen selected participants. The selected participants spent four-weeks in one of five European cities—Amsterdam, Berlin, Copenhagen, Lyon or Warsaw—working with European students exploring ways to promote racial, ethnic, and religious tolerance in diverse societies. Each program was highly interdisciplinary, featuring daily lectures and discussions with renowned academics, journalists, politicians, and activists, as well as site visits to government agencies, non-profit and community organizations, museums, and memorials. The 2013 fellowship ended with the Fourth Annual Humanity in Action International Conference in Warsaw, Poland, which was held from June 27 to June 30, 2013.

The HIA participants are an impressive group of young people who were selected through a highly competitive process—less than one in ten applicants was accepted—that assessed each candidate's academic standing, participation in human rights issues, and recommendations. HIA received a record number of applications for the 2013 summer fellowship, roughly 39 percent more than it did in 2012. Of the 552 applications submitted, 293 applications were from schools HIA engaged in targeted outreach for minority students.

Two-day workshop at CFR's Washington, DC, office for American participants in the HIA Fellowship program. All of the American students who participated in the 2013 summer fellowship program were invited to attend a two-day workshop held at CFR's Washington, DC, office. Appendix B contains the workshop agenda and the bios of the panelists. On May 28, 2013, the HIA participants attended panels and participated in discussions with foreign policy experts, government officials, and members of CFR on topics such as European security and politics, the economic crisis and Europe and the European Orbit. The workshop featured a panel that allowed the HIA participants to ask three mid-career foreign policy professionals about their career choices. The day ended with a dinner and networking reception. Zeenat Rahman, special advisor on global youth issues at the U.S. Department

of State, addressed the group and spoke about her professional experiences and gave her perspective on a career in foreign affairs. The workshop closed with the HIA participants visiting the United States Holocaust Memorial Museum for a viewing of its special exhibit on the role of bystanders entitled "Some Were Neighbors" and a private viewing of the permanent exhibit.

Continued involvement of students in the CFR-HIA program in foreign affairs. HIA has organized several activities to keep the 2012 and 2013 HIA fellowship class of students involved in foreign affairs issues following the completion of the HIA summer program.

Plans are underway for HIA's New York conference, which will take place in September 2013. This conference will consist of a full day of discussions, skills training seminars, networking, and opportunities for members of the international HIA community to remain engaged in HIA's educational mission. HIA will offer reduced rates and travel stipends for HIA participants from 2012 and 2013 so that they can attend this event.

B. Franklin Williams Internship

The Expanded Diversity Initiative in Foreign Policy has made it possible for CFR to expand the Franklin Williams Internship program, which seeks to give minority students in their junior year and above the exposure, knowledge, and skills needed to work in the foreign policy field.

During the reporting period, the three Franklin Williams interns recruited during the previous reporting period and reported on in CFR's February 2013 annual progress report completed their spring 2013 internships. CFR's Human Resources (HR) department received more than five-hundred applications for the summer 2013 Franklin Williams internship. CFR's HR department continues to aggressively market the internship on CFR's award-winning website, CFR.org, with historically black colleges and universities, and through a variety of listservs that target minority students. As a result, CFR succeeded in recruiting its goal of two Franklin Williams interns for the summer semester. Appendix C provides the biographies of Franklin Williams interns.

The students chosen as interns went through a rigorous selection process that consisted of a review of each candidate's academic standing along with interviews conducted by two or more members of CFR's senior staff. The 2013 Franklin Williams summer interns were placed in CFR's Development and Communications departments. As part of their internship, Franklin Williams interns participate in skills-based seminars through CFR's Intern Professional Development Program. Seminars scheduled for the summer include sessions on networking, business etiquette, interviewing techniques, guidance on how to write a cover letter, library skills and research techniques, grant writing, and how travel can enhance one's professional life.

CFR's HR department will begin recruiting for the fall semester Franklin Williams interns in July 2013 and anticipates bringing on more Franklin Williams interns throughout next year.

C. Conference on Diversity in International Affairs

The Expanded Diversity Initiative in Foreign Policy has made it possible for CFR to partner with ICAP and GAP to host a joint-conference in at CFR's Washington, DC, office. The Conference on Diversity in International Affairs was designed to connect professionals and students from underrepresented backgrounds with career opportunities in international affairs and included plenary and breakout sessions on a variety of topics.

The 2013 Conference on Diversity in International Affairs was held at CFR's Washington, DC, office on April 26 and 27. Appendix D contains the conference agenda. The conference—which drew nearly three hundred

participants from across the country, including young and mid-career professionals and high school and college students—consisted of sessions on an array of topics. The conference began with a networking reception and keynote address, “A View from the State Department,” by Carmen Lomellin, U.S. permanent representative to the Organization of American States. Throughout the conference, attendees had the option of attending a number of skills-building sessions, ranging from improving negotiation and presentation skills to resources for education, fellowships, and careers in foreign policy.

Conference participants also attended a plenary session, “International Cooperation at NASA,” with Charles F. Bolden Jr., NASA administrator, and Frank Klotz, CFR senior fellow for strategic studies and arms control. The discussion focused on future NASA missions and international cooperation on the International Space Station (ISS). Bolden described how his childhood in the segregated South and the U.S. Naval Academy played important roles in his professional development.

Special features of the conference included informal mentoring and one-on-one career counseling for the CFR-sponsored student participants in the 2012 HIA fellowship and the 2012-2013 Franklin Williams interns, two target groups of the Robina-funded initiative. Close to forty underprivileged high school students from around the country who are members of GAP received travel support from CFR to participate.

The conference sparked considerable attention in the social media sphere. Conference participants were asked to tweet using the hash tag “#GAPatCFR.” The resulting tweets reached 134,072 twitter followers and were viewed more than 288,000 times in the first three days—greatly expanding the conference’s reach and impact. The tweets described the young conference participants as superstars and future leaders, highlighted the discussions on recruiting diverse talent into international careers, and hailed the conference as refreshing and timely.

A survey that CFR commissioned with its partners after the conference found that participants were uniformly enthusiastic about their experience. Remarkably, everyone who completed the survey expressed great satisfaction with the conference’s quality. When asked how to rate the conference overall, 62 percent of those who completed the survey answered that the conference was excellent and 38 percent answered that it was good. Respondents also said that the conference gave them a better sense of international career opportunities, connected them with someone who offered career advice they plan to use, and taught them something that will enhance their effectiveness as a professional in international affairs.

In mid-June 2013, CFR launched a website on CFR.org dedicated to the conference. The website details the conference agenda, as well as makes available to the general public the full-audio and video clips of the keynote address and plenary sessions. In addition, a story summarizing the Conference on Diversity in International Affairs was published in the June 2013 issue of CFR’s membership newsletter, *The Chronicle*, which is also posted on the conference website.

D. Career Fairs

CFR’s HR department has worked to participate in career fairs that target underrepresented students. At these career fairs, representatives from CFR’s HR department and David Rockefeller Studies program actively recruited for candidates, including for the Franklin Williams internships, as well as the CFR-HIA partnership. Promotional materials for both were available to all students who visited the CFR career fair booth.

During the reporting period, CFR attended five career fairs at universities across the country. On March 8, 2013, three CFR staff members—one was a CFR senior fellow, who is also a professor at Columbia Law School—

attended the Columbia University career fair. Approximately 10 percent of the students they met were from underrepresented minority groups, including one of the summer Franklin Williams interns mentioned above.

On March 13, 2013, CFR attended a career fair at Hofstra University. Hofstra has a highly diverse student body population in terms of underrepresented groups. CFR met with approximately forty-five to fifty students, and found a handful of candidates for 2013 summer internship opportunities. About 5 percent of those who met with CFR representatives were from underrepresented groups.

Representatives from CFR also attended career fairs at St. John's University, Stanford University, and the University of California, Berkeley, where CFR staff members spoke on a panel led by the East Asia Studies department on what it is like to work at a think tank.

CFR's HR department has already registered for two career fairs during the fall 2013 semester—the Atlanta University Consortium Center (AUCC) Career Fair, which brings together students from Clark Atlanta University, Morehouse College, and Spelman College, all historically black colleges, and the 2013 Diversity Job and Internship Career Fair at the University of North Carolina, Chapel Hill.

3. Describe any unanticipated results and lessons learned during the reporting period and any changes you have made or propose to make to the project or the timing of the project

The Expanded Diversity Initiative has not experienced any unanticipated results. As discussed with the Robina Foundation Board, the process of implementing and overseeing the CFR Diversity Initiative activities has placed considerable administrative demands on CFR senior leadership. And while it is too early to assess the initiative's impact due to the very nature and design of the project, there are early indicators of success.

One noteworthy highlight is the increasingly large amount of Hispanic and African American applicants to the CFR internship program. CFR has been delighted to place so many minority applicants in such a short amount of time. CFR is very encouraged by the amount of outreach to students, professors, and career services, and by the amount of applicants and hired Franklin Williams interns. Reflective of the success of the initiative, CFR has hired its first full-time position with one of the students met during attendance at the career fair at Morehouse College. On July 29, 2013, the recent graduate will become an interdepartmental program associate at CFR's New York office. ✱

CFR has been impressed with the interest and commitment demonstrated by the first cohort of HIA participants to the field of international affairs. As part of the HIA fellowship program, HIA participants are obligated to plan and implement an Action Project—a hands-on initiative inspired by their fellowship experience. Action Projects give HIA participants the opportunity to take what they learned during their HIA fellowship and use that knowledge to address real-life issues in their own communities.

During the reporting period, four of the 2012 HIA participants supported by the Robina Foundation have completed notable Action Projects that addressed global issues such as immigration, education and gender. Brandon Tensley created a project entitled "Education Without Borders," which is a program that allows low-income students in Germany and the United States to engage in cross-cultural exchange to address education inequality both abroad and at home. Alex Cardenas developed a project entitled "Statelessness in the Dominican Republic," which examined the ongoing issue of statelessness faced by Haitian-Dominicans in the Dominican Republic. Mr. Cardenas interviewed and videotaped the stories of young Haitian-Dominicans who are being deprived of basic citizenship rights due to their ethnic backgrounds with the goal of giving the issue more international attention. Emanuella Asabor will be traveling to Nigeria next year to collect oral histories on the

legacy of Biafra, the Nigerian Civil War. She has already secured funding for nine months' worth of research and travel for complete this project. Kashay Sanders is working in Sarajevo to incorporate women and gender issues into the peace building process in Bosnia and Herzegovina.

These projects reflect the caliber of HIA participants, their sustained dedication to the field of international affairs, and their incredible potential to serve as foreign policy professionals.

4. Highlight any other issues or matters you would like to highlight for the Robina Board.

CFR plans on holding the Conference on Diversity in International Affairs on an annual basis, as it proposed in the initial Expanded Diversity Initiative grant. However, the conference's actual costs were double the projected costs. The difference reflected the fact that interest in the conference greatly exceeded what had been anticipated. CFR covered the shortfall for the first conference with one-time savings from the Expanded Diversity Initiative grant, other CFR monies, and small contributions from the partner organizations.

Appendix A: Biographies of Robina-Supported HIA participants

Argemira Flórez will graduate in May 2013 from Franklin & Marshall College with a BA in Government and a minor in International Studies (Global Citizenship). She speaks conversational French and is fluent in Spanish. She enjoys traveling, having studied abroad four times during her undergraduate career. She spent one week in Honduras on a medical-missions trip, six weeks in South Africa as a Social Entrepreneurship Corps intern, four months in Paris as a French and international studies student, and one month in Rwanda as an independent researcher. She was a participant of the Council on Foreign Relations program on international law and foreign policy, and soon after worked as an intern at the mayor's office in NYC, organizing and promoting volunteer events throughout the city. She currently volunteers as an English language tutor for local Lancaster residents.

Bianca Chavez currently attends Stanford University and is originally from a rural community in central California. A second-generation Mexican-American, Ms. Chavez studies Political Science and Race Studies with a concentration in education. Last summer, she worked at a legal advocacy clinic focusing on the intersection between education and juvenile justice. After college, she intends to teach elementary bilingual education as part of Teach for America.

Caroline James graduated Magna Cum Laude with thesis and University honors from the University of Alabama in the spring of 2012. She currently holds a BA in Social Psychology and Inter-Cultural Communications. During her undergraduate career, Ms. James worked with the mayor of Tuscaloosa, Alabama as SGA director of diversity to create the city's first annual "Diversity Day Celebration." In 2010, as a McNair scholar, she created and implemented a University wide study on the intersections between bias and the perception of public policy; the research was entitled "Issue Coding, Minority Group Perception and the Creation of Public Policy." She presented and published her findings at a national research symposium at the University of California, Berkeley. Partnering with the University of Alabama and various nonprofits and social workers, Ms. James helped create and lead Alabama Reach, a program which sought to offer emotional, educational and financial support to at-risk foster youth. In her senior year, she was profiled on a national CNN special entitled "Student Beats Foster Care Odds." Ms. James was recruited by Teach for America's "Leaders of Color" and, upon graduation, moved to New Orleans in hopes of helping to close the educational gap. She is currently a Teach For America Corp member in New Orleans, Louisiana teaching the lowest quartile 4th graders at Success Preparatory Academy.

Deloris Wilson is a concurrent Masters in Public Policy and Juris Doctor-candidate at the Harvard Kennedy School of Government and Georgetown University Law Center. As a 2012 graduate of Spelman College with a BA in political science, Deloris focused her studies on international relations and the African diaspora. While at Spelman, she completed a platform to raise awareness of and advocacy against sex trafficking within Atlanta, GA, helping to mobilize the college and surrounding community for legislative advocacy. With an interest in international human rights law, corporate social responsibility, and community outreach, Ms. Wilson spent a semester abroad in Accra, Ghana working with a human rights organization and orphanage on sex trafficking

and governance issues. Additionally, she has organized and performed workshops on personal development and sexual health for young girls in Belize City, Belize and rural Alabama. Committed to issues of human rights, social and urban policy, as well as social justice, Ms. Wilson has also worked for the Juvenile Justice Fund (Atlanta, GA), the United Way of Metropolitan Atlanta, and the Congressional Black Caucus Foundation (Washington, DC). As Senior Editor for the Harvard Journal of African-American Public Policy and Public Service Fellow at the Kennedy School, Deloris hopes to be an agent of progress through an informed perspective and commitment to social change.

Eddie Andujar will graduate from Lafayette College in 2015 with a degree in International Affairs. He focuses on the issues of human rights and the struggles for social justice in Latin America and the Caribbean. This summer, Mr. Andujar will spend a month in Belgrade, Serbia, discussing the nation's historical and ethnic issues as part of a cultural exchange program called Project BOMA. Once he returns, he will study abroad for two consecutive semesters. His first semester will take place in Costa Rica, where he will study Latin American politics. His second semester will take place in Puerto Rico, where he will study the economic, political and social realities of the island.

Elorm Avakame graduated from Rutgers University in 2012 with a BS in public health. During college, he spent his summers researching and publishing on faculty diversity in United States medical schools (2011) and working with the Urban Nutrition Initiative to promote issues of social justice, healthy cooking, and nutrition among West Philadelphia teenagers (2012). After graduation, Mr. Avakame spent the 2012-2013 academic year working as an undergraduate academic advisor through the Rutgers University Office for Diversity and Academic Success in the Sciences to support students from underrepresented and economically disadvantaged backgrounds in their pursuit of careers in health sciences. An aspiring physician, he will begin studying to earn a Doctor of Medicine in August 2013. His professional ambitions involve improving access to quality health care in underserved communities in American inner cities and creating interventions to combat the social pathologies present in many such communities.

Jaquon Heath is graduating from St. John's University in May of 2013 with a degree in English and a minor in Rhetoric. Mr. Heath's overall research involves studying rhetorical methods that can produce social change through spoken word, media, and service. At St. John's University, he founded the organization Food For Thought to help students voice their opinions on daily domestic, national, and international issues. He is a member of Alpha Phi Alpha Fraternity, Inc., where he gives speeches on domestic violence and poverty. He has held internships with CBS News and the Injustice Files, where he researched cases of police misconduct in New York, specifically the Stop and Frisk laws. Each week he tutors middle school students in Jamaica, Queens through Food For Thought to improve student retention and literacy rates. He currently interns for Congressman Gregory Meeks, where he is organizing a symposium for at-risk youth in the Queens area.

Jennifer Reyes is a recipient of the Posse Scholarship, a full-tuition scholarship that has prompted her studies at Denison University in Granville, Ohio. Currently, she is a sophomore pursuing a BA degree in political science and a minor in French. Her interests lie in the areas of foreign policy, human rights, and social justice both domestically and internationally. Last summer, she interned at the Office of former Senator John Kerry in Boston, where she maintained close ties to constituents, so as to foster relationships among them, the senator, and multiple healthcare agencies. The summer before entering college, she was an intern in the Legal Practice Skills Department at the Suffolk University Law School in Boston, where she worked closely with law professors on various administrative tasks and learned some knowledge of legal writing. At Denison, she is a resident advisor, overseeing forty residents. She has also served as the Public Relations Chair for Denison's chapter of Invisible Children, as well as for Denison's Middle Eastern Culture Organization, which seeks to promote awareness and understanding of cultural norms in relation to the Middle East and North Africa region. In the spring of 2014, she will be studying abroad in Brussels, where she hope to intern with human rights based NGO.

Jessica Gonzalez graduated from the University of Washington in 2013 with a degree in law, societies, and justice. She focused on civil, political, and social issues in the United States and conducted research on human rights violations in the Democratic Republic of Congo and South Sudan. Jessica spent a quarter in the Czech Republic studying discourses of change in socialism and capitalism from a historical and Czech perspective. While living in Prague, she volunteered for an organization that assisted Vietnamese refugees and asylum seekers with access to social and health services as well as educational programs. For the past year she has been interning for the University of Washington Law School Innocence Project; analyzing and assisting on court briefs for wrongfully convicted inmates. Ms. Gonzalez is a passionate advocate for reforming the United States criminal justice system and vigorously rallies and attends congressional hearings on bills compensating the wrongfully convicted.

Joshua Aiken is a Gephardt Institute Civic Scholar and John B. Ervin Scholar at Washington University in St. Louis. He will graduate in May of 2014 with a degree in American culture studies, political science, and psychology. He is interested in how psychological stigmas are formed and how they affect public policy and the law. He has previously served as an intern in the House of Representatives where he worked on human rights and environmental justice issues, as a Fulbright Summer Institute participant studying ethnic conflict at Queen's University in Belfast, Northern Ireland, and as a volunteer in rural Panama where he worked on a sustainable agriculture project. Mr. Aiken recently coordinated a domestic hunger awareness week on his campus and a "SNAP Challenge" to shed light on potential cuts to federal food assistance programs. He also is a competitive spoken word poet and activist, serving as co-President of the Washington University team this year.

Leticia Mora is pursuing her BA in theatre at the Florida State University. As a theatre major, Ms. Mora directs pieces dealing with human rights violations and promotes using theatre as a mass forum for communication. In addition, she serves as an officer of the World Affairs Program—the university's collegiate Model United Nations Team. Leticia attends conferences both nationally and internationally to debate global issues and promotes international awareness on issues plaguing every corner of the globe. In addition, Leticia serves as a student senator for the Visual and Performing Arts seat where she is able to address the concerns of the general student body and works to resolve the apparent gap between student needs and university policy.

Melissa Serrano attends Franklin & Marshall College, where she is pursuing a BA in sociology and minor in gender studies. She is a Gates Millennium Scholar and Posse Foundation Scholar. This past summer she studied at the Advanced Studies in England program in Bath, England. Last semester, Ms. Serrano was in Barcelona, Spain for four months in a liberal arts and business program. While abroad, she interned at Iwith.org working to empower nonprofit organizations all around the world. She traveled to Israel to meet with religious and political leaders to help debunk misconceptions and establish ways to help Israeli people from the US. This past spring break, Ms. Serrano traveled to Honduras on a medical mission trip providing food and medical exams to rural and impoverished sectors of Honduras. She has interned with the National Park Service for four years, this year as their public relations intern, managing social media for the National Parks of New York Harbor. She has acted as mentor and facilitator for the National Park Service's Youth Conservation Corps and as an English teacher for Franklin & Marshall's ESL program. She recently served her last term as the co-president of S.I.S.T.E.R.S., an organization that founded P.E.A.R.L, a Girls Club in Lancaster, PA. Ms. Serrano worked as a Youth Group Leader at Holy Cross Church for three years and acted as an assistant teacher for their Catholic weekend school.

Michelle Espinosa will be graduating from Mount Holyoke College in the fall of 2013 with a BA in politics and a minor in education. She has centered her academic studies on equity, access to education, and comprehensive immigration reform. In the future, Ms. Espinosa hopes to work under the Department of Education changing and creating education policy. Michelle has spent her summers working with a variety of community-based organizations that address each of these issues, in her hometown, Miami. As an intern at the Florida Immigrant Coalition, she was able to launch a college access program for undocumented youth graduating from Miami-Dade County public schools. Her time spent at Strong Women Strong Girls and the Posse Foundation has

inspired her to launch her own mentoring program (RUN the World, Girls) under the Community Based-Learning Department at Mount Holyoke and in partnership with Choices After-School Care Program in Holyoke, MA.

Samuel Kippen grew up in Honolulu, went to college in New York City, and now lives in San Francisco. His ethnic background has fueled his passion for human rights, as he is part Native Hawaiian and part Caucasian. He is a 2011 graduate of New York University, where he studied history and film and television production. Samuel has interned with Human Rights Watch (2011), the International Rescue Committee (2012), and Amnesty International (2012-13). He is now an organizer with a Bay Area nonprofit that fights for progressive change. Samuel has worked on a variety of campaigns, including a recent bid to end the death penalty in California. He is currently working on a campaign to reform Proposition 13, a 1978 ballot measure that gutted funding for California's public schools.

Trae Watson is a class of 2013 graduate of Morehouse College where he studied international affairs with a minor in Chinese studies. Mr. Watson grew up in Charlotte, NC, before moving to South Africa in his senior year of high school. He graduated from the American International School of Johannesburg. Inspired by this experience overseas, he began his first year of university studies in Costa Rica. During his time in Central America he completed field research projects on indigenous communities in Panama, organic agricultural methods in Costa Rica, and women owned cooperatives in Nicaragua. More recently, as a part of Morehouse College study abroad program, Mr. Watson studied at universities in Istanbul and Shanghai. He is interested in the challenges of post conflict reconstruction and stabilization in complex emergencies, fragile states and post-conflict environments, particularly as it relates to the role of development as a tool of international diplomacy in these situations. He is a U.S. Department of State 2012 Thomas Pickering Foreign Affairs Fellow. Following completion of his Master's degree at Columbia University School of International and Public Policy, where he will concentrate in International Security and Conflict Resolution, he will join the Foreign Service as an Economics/Political Affairs Officer. In this role, he hopes to focus on issues at the intersection of diplomacy, development and international security.

Appendix B: CFR-HIA Workshop Agenda and Panelist Biographies

Europe's Challenges and Opportunities

Tuesday, May 28, 2013

Council on Foreign Relations, Washington, DC

8:30 – 9:00 a.m. Breakfast Reception

9:00 – 9:05 a.m. Welcoming Remarks

James M. Lindsay, *Senior Vice President, Director of Studies, and Maurice R. Greenberg Chair, Council on Foreign Relations*

9:05 – 10:00 a.m. Session One: European Security and Politics

Spencer Boyer, *Visiting Senior Fellow, Center for Transatlantic Relations, Paul H. Nitze School of Advanced International Studies*

Stephanie Sanok, *Deputy Director & Senior Fellow, Center for Strategic and International Studies*

Presider: **Frank Klotz**, *Senior Fellow for Strategic Studies and Arms Control, Council on Foreign Relations*

10:00 – 10:15 a.m. Break

10:15 – 11:15 a.m. Session Two: The Economic Crisis and Europe

Robert Kahn, *Steven A. Tananbaum Senior Fellow for International Economics, Council on Foreign Relations*

Presider: **James M. Lindsay**, *Senior Vice President, Director of Studies, and Maurice R. Greenberg Chair, Council on Foreign Relations*

11:15 a.m. – 12:20 p.m. Session Three: The Peoples of Europe

Carles Castillo-Catchot, *Associate Director, Strategic Foresight Initiative, Atlantic Council*

Harris Mylonas, *Assistant Professor of Political Science and International Affairs, George Washington University*

Presider: **Thomas A. Bowman**, *Assistant Director, Washington Program, Council on Foreign Relations*

12:20 – 1:00 p.m. Lunch Buffet

1:00 – 2:00 p.m. Session Four: Keynote Address

Speaker: Jim Kolbe, Senior Transatlantic Fellow, The German Marshall Fund of the United States

Presider: James M. Lindsay, Senior Vice President, Director of Studies, and Maurice R. Greenberg Chair, Council on Foreign Relations

2:00 – 2:15 p.m. Break

2:15 – 3:15 p.m. Session Five: *The European Orbit*

Carl Meacham, Director, Americas Program, Center for Strategic and International Studies

John Campbell, Ralph Bunche Senior Fellow for Africa Policy Studies, Council on Foreign Relations

Presider: Hans Binnendijk, Senior Fellow, Center for Transatlantic Relations, Paul H. Nitze School of Advanced International Studies.

3:15 – 3:30 p.m. Break

3:30 – 5:00 p.m. Session Six: *Foreign Policy Careers*

Kimberly McClure, Foreign Service Officer, U.S. Department of State

Shaarik Zafar, Acting Chief, Countering Violent Extremism Group, National Counterterrorism Center

Carmencita Whonder, Policy Director, Brownstein Hyatt Farber Schreck, LLP

Presider: Christopher M. Tuttle, Director, Washington Program, Council on Foreign Relations

5:00 – 6:00 p.m. Break

6:00 – 7:30 p.m. Dinner and Networking Reception with Informal Remarks

Zeenat Rahman, Special Advisor on Global Youth Issues, U.S. Department of State

Presider: James M. Lindsay, Senior Vice President, Director of Studies, and Maurice R. Greenberg Chair, Council on Foreign Relations

Speaker and Presider Biographies

Hans Binnendijk

Dr. Hans Binnendijk is a Senior Fellow at the SAIS Center for Transatlantic Relations. Until July 4, 2012, he was the Vice President for Research and Applied Learning at the National Defense University and Theodore Roosevelt Chair in National Security Policy. He was also Director of the Institute for National Strategic Studies. From 2001 to 2009 he was the founding Director of the Center for Technology and National Security Policy at NDU. He previously served on the National Security Council staff as Special Assistant to the President and Senior Director for Defense Policy and Arms Control (1999-2001). From 1994 to 1999, he served his first tour as Director of the Institute for National Strategic Studies. Prior to that, he was Principal Deputy Director of the State Department's Policy Planning Staff (1993-1994). He was Deputy Staff Director and Legislative Director of the Senate Foreign Relations Committee (1980-1985) and a senior staff member of the Committee from 1977 to 1980. He served his first tour at the National Security Council from 1976 to 1977 and at the Office of Management and Budget from 1974 to 1976. He has received numerous awards for his government service, including two Distinguished Public Service Awards and a Superior Service Award.

In academia, Dr. Binnendijk was Director of the Institute for the Study of Diplomacy at Georgetown University, where he was also the Marshall B. Coyne Research Professor at the Edmund A. Walsh School of Foreign Service (1991-1993). He was Deputy Director and Director of Studies at London's International Institute for Strategic Studies and Editor of *Survival* from 1988-1991. He is author or co-author of more than 100 articles, editorials and reports. His most recent books include *Seeing the Elephant: The U.S. Role in Global Security* (Potomac Books: 2006) and *Civilian Surge* (Editor: NDU Press: 2009).

Dr. Binnendijk serves as Vice Chairman of the Board of the Fletcher School of Law and Diplomacy, on the Studies Committee of the Council on Foreign Relations, and as Chairman of the Board of Humanity in Action. He previously served on the U.S. Committee of the International Institute for Strategic Studies and the CSIS International Research Council. He has received the Cross of the Order of Merit from the Federal Republic of Germany.

Dr. Binnendijk is a 1968 graduate of the University of Pennsylvania. He received his M.A.L.D. and his Ph.D. in international relations from the Fletcher School of Law and Diplomacy, Tufts University.

Thomas A. Bowman

Thomas Bowman is currently an assistant director at the Council on Foreign Relations (CFR), one of the world's oldest and most distinguished foreign policy research organizations. Mr. Bowman is the main point of contact between CFR's Washington Program and executive branch officials and foreign diplomats. He manages CFR's Diplomatic program and Executive Branch initiative, arranging briefings for senior diplomats and executive branch officials and overseeing a range of other outreach activities to facilitate interactions between Council fellows and policymakers and making CFR publications and other resources available to these audiences. Mr. Bowman also regularly meets with foreign diplomats posted in Washington and speaks to outside groups interested in the role played by think tanks in shaping public policy.

Prior to that he served in the White House as an assistant staff secretary, where he was part of the team that managed all papers and documents going to and coming from the Oval Office. Mr. Bowman traveled with President George W. Bush to the 2006 G-8 Summit in St. Petersburg, Russia, the 61st United Nations General Assembly in New York, NY, and the 2007 APEC Summit in Sydney, Australia. From 2005-2006 Bowman worked as a legislative analyst for the Office of Management and Budget, where he oversaw the editing and

transmission of statements of administration policy. He started his service for the Bush Administration as a congressional liaison with the Department of Health and Human Services.

Mr. Bowman graduated with a BA in political science from Duke University in 2001. He studies U.S. presidential history in his spare time and lives in Washington, DC.

Spencer P. Boyer

Spencer P. Boyer is a visiting senior fellow at the Center for Transatlantic Relations at the Paul H. Nitze School of Advanced International Studies (SAIS) at Johns Hopkins University. He recently completed his appointment as a resident Public Policy Scholar at the Woodrow Wilson International Center for Scholars. From August 2009 to December 2011, he served in the Obama administration as a deputy assistant secretary of state in the Bureau of European and Eurasian Affairs. Mr. Boyer's work in the bureau focused on Western Europe, public diplomacy, and public affairs. Prior to joining the State Department, Mr. Boyer was the director of international law and diplomacy in the national security and international policy department of the Center for American Progress.

Mr. Boyer is a graduate of Wesleyan University and received his JD from New York University School of Law, where he specialized in public international law and the work of international organizations. While at NYU, he also obtained a master's degree in French studies, with a concentration in French politics, history, and economy. Mr. Boyer began his professional career as an associate with the international law firm of Jones, Day, Reavis & Pogue in Washington, DC. Subsequently, he worked in The Hague as a law clerk to the president of the international criminal tribunal for the former Yugoslavia, in Zurich as a staff attorney at the Claims Resolution Tribunal for Dormant Accounts in Switzerland, and in Paris as counsel at the International Court of Arbitration. He has also served as the executive director and war powers initiative director at the Constitution Project, based at Georgetown University's Public Policy Institute, and as a Corporate Affairs Director at a Fortune 500 company in San Francisco.

Mr. Boyer has been a guest analyst with numerous international, national, and local news outlets, including CNN, BBC, MSNBC, FOX, ABC, and Voice of America, and is widely published on foreign affairs matters. He is co-editor of *Power and Superpower: Global Leadership and Exceptionalism in the 21st Century* (The Century Foundation Press, 2007). Among other professional distinctions, Mr. Boyer served on the Independent Task Force on U.S. Nuclear Weapons Policy at the Council on Foreign Relations and was a Wasserstein public interest fellow at Harvard Law School.

Mr. Boyer is a member of the bars of the District of Columbia, New York, and New Jersey, and a member of the Council on Foreign Relations. He is also a member of the board of directors of the National Security Network. Mr. Boyer recently served as a member of the National Security Advisory Committee of the Obama-Biden re-election campaign.

John Campbell

John Campbell is the Ralph Bunche senior fellow for Africa policy studies at the Council on Foreign Relations (CFR) in New York. Rowman & Littlefield published his book, *Nigeria: Dancing on the Brink*. The second edition is coming soon. He writes the blog "[Africa in Transition](#)" and edits the [Nigeria Security Tracker](#).

From 1975 to 2007, Ambassador Campbell served as a U.S. Department of State Foreign Service officer. He served twice in Nigeria, as political counselor from 1988 to 1990, and as ambassador from 2004 to 2007. Ambassador Campbell's additional overseas postings include Lyon, Paris, Geneva, and Pretoria. He also served

as deputy assistant secretary for human resources, dean of the Foreign Service Institute's School of Language Studies, and director of the Office of UN Political Affairs.

From 2007 to 2008, he was a visiting professor of international relations at the University of Wisconsin-Madison. He was also a Department of State mid-career fellow at the Woodrow Wilson School, Princeton University. Prior to his career in the Foreign Service, he taught British and French history at Mary Baldwin College in Staunton, Virginia.

Ambassador Campbell received a BA and MA from the University of Virginia and a PhD in seventeenth century English history from the University of Wisconsin-Madison.

Carles Castillo-Catchot

Carles Castello-Catchot is the associate director of the Atlantic Council's Strategic Foresight Initiative, which develops actionable foresight by identifying disruptive technologies and assessing long-term emerging global trends; connecting them to current challenges to inform and draw implications for policy; and designing innovative strategies to reach desired future scenarios.

Before joining the Council, Carles held different positions at The Aspen Institute. He helped launch Ascend, a new program focused on moving families in the United States, especially single women and children, away from poverty. He was also a Brent Scowcroft Award fellow at the Aspen Strategy Group, where he worked on the US-India Strategic Dialogue, the Aspen Ministers Forum, and the Trilateral Dialogue among the EU, China, and the US. Prior to that, he served as an assistant to the executive director of the institute's Global Initiative on Culture and Society. During his years in Barcelona, Carles worked as a program evaluator at the department of environmental affairs of the government in Catalunya, as a tax consultant for Ernst & Young Lawyers, and as a research associate at Pompeu Fabra University.

Originally from Menorca, Spain, Carles is a graduate of Pompeu Fabra University in Barcelona, with a BA degree in political science and administration, and an MA in international relations by the Barcelona Institute of International Studies. He graduated in 2010 with distinction with a MS in Foreign Service program at Georgetown University

Robert Kahn

Robert Kahn is the Steven A. Tananbaum senior fellow for international economics at the Council on Foreign Relations (CFR) in Washington, D.C. Dr. Kahn has held positions in the public and private sectors, with an expertise in macroeconomic policy, finance and crisis resolution.

Prior to joining CFR, Dr. Kahn was a senior strategist with Moore Capital Management, where his portfolio spanned G-7 monetary and fiscal policy, regulatory reform, debt policy and debt workouts, and the crisis in Europe. Prior to that, he was a senior adviser in the financial policy department at the World Bank, where he focused on financial sector assessments for developing economies and was the Bank's liaison to the secretariat of the Financial Stability Forum.

Dr. Kahn also held staff positions at the International Monetary Fund (IMF), where he worked on public policy and the resolution of debt crises in emerging markets. He was a member of the IMF team that worked closely with Korean authorities in 1997-98 to develop a system for comprehensive monitoring and reporting of external debt and reserves, and subsequently was involved in development of the Fund's policy for private sector involvement in crisis resolution.

Dr. Kahn has held various senior-level positions at Citigroup and was the managing director and head of the sovereign advisory group. He served as the head of the Office of Industrial Nations at the U.S. Treasury from 1995 to 1996. He was also a senior economist at the Council of Economic Advisers from 1990 to 1991, as well as the Federal Reserve Board from 1984 to 1990 and 1991 to 1992.

Dr. Kahn received his BA from the University of Chicago and his PhD from the Massachusetts Institute of Technology.

Frank Klotz

Frank Klotz is senior fellow for strategic studies and arms control at the Council on Foreign Relations (CFR). Lieutenant General Klotz (USAF, Ret.) is the former commander of Air Force Global Strike Command. In that position, he established and then led a brand new 23,000-person organization that merged responsibility for all U.S. nuclear-capable bombers and land-based missiles under a single chain-of-command.

Earlier in his military career, General Klotz served as the defense attaché at U.S. Embassy Moscow during a particularly eventful period in U.S.-Russian relations. As the senior American military officer based in Russia, he advised the ambassador and senior U.S. officials on a wide range of bilateral defense issues, including financial support for securing weapons of mass destruction and cooperation in Arctic search and rescue.

Later, as the director for nuclear policy and arms control on the National Security Council staff, he represented the White House in the talks that led to the signing of the 2002 Moscow Treaty to reduce strategic nuclear weapons. He subsequently coordinated the executive branch's negotiations with the Senate Foreign Relations Committee to ratify the Moscow Treaty, resulting in a 95-0 vote in favor by the full Senate.

From 2005 to 2007, General Klotz was the vice commander of Air Force Space Command, a 39,400-person organization with responsibility for developing, acquiring, and operating a global network of launch, satellite control, and missile warning facilities. He was awarded the prestigious General Thomas D. White trophy by the Air Force Association for the most outstanding contribution to progress in aerospace in 2006.

General Klotz has spoken extensively on defense and space topics to audiences throughout the United States, as well as abroad. He is the author of *Space, Commerce and National Security* (Council on Foreign Relations Press, 1998) and *America on the Ice: Antarctic Policy Issues* (National Defense University Press, 1990).

A distinguished graduate of the U.S. Air Force Academy, General Klotz attended Oxford University as a Rhodes Scholar, where he earned an MPhil in international relations and a DPhil in politics. He is also a graduate of the National War College in Washington, DC.

Jim Kolbe

Jim Kolbe currently serves as a Senior Transatlantic Fellow for the German Marshall Fund of the United States. He advises on trade matters as well as issues of effectiveness of U.S. assistance to foreign countries, on U.S.-EU relationships, and on migration and its relationship to development. He is co-chair of the Transatlantic Task force on Development with Gunilla Carlsson, the Swedish Minister for International Development Cooperation. The Task force consists of experts from both sides of the Atlantic from governments, NGOs, foundations and corporations - it will make strategic recommendations on development for the new American administration as well as to European audiences. He also serves as a strategic consultant with McLarty Associates, as a member of the Board of Directors of Freedom House and as a member of the Council on Foreign Relations.

For 22 years, Jim Kolbe served in the United States House of Representatives, elected for eleven consecutive terms, from 1985 to 2007. He represented the Eighth (previously designated the Fifth) congressional district, comprising the southeastern part of Arizona with Tucson as the main population area.

While in Congress, Jim served for 20 years on the Appropriations Committee of the House of Representatives, responsible for deciding the allocation of the budget and the terms for spending appropriated funds. He was chairman of the Treasury, Post Office and Related Agencies subcommittee for four years, and for the last six years in Congress, he chaired the Foreign Operations, Export Financing and Related Agencies subcommittee.

Kolbe graduated from Northwestern University with a BA degree in Political Science and then from Stanford University with an MBA and a concentration in economics. He has received numerous awards and tributes, but notable among them is the George Marshall Award for Distinguished Service from the United States Agency for International.

James M. Lindsay

James M. Lindsay is senior vice president, director of studies, and Maurice R. Greenberg chair at the Council on Foreign Relations (CFR) where he oversees the work of the more than six dozen fellows in the David Rockefeller Studies Program. He is a leading authority on the American foreign policymaking process and the domestic politics of American foreign policy.

Before returning to CFR in 2009, Dr. Lindsay was the inaugural director of the Robert S. Strauss Center for International Security and Law at The University of Texas at Austin, where he held the Tom Slick chair for international affairs at the Lyndon B. Johnson School of Public Affairs. From 2003 to 2006, he was vice president, director of studies and Maurice R. Greenberg chair at CFR. He previously served as deputy director and senior fellow in the foreign policy studies program at the Brookings Institution. From 1987 until 1999, he was a professor of political science at the University of Iowa.

From 1996 to 1997, Dr. Lindsay was director for global issues and multilateral affairs on the staff of the National Security Council. He has also served as a consultant to the United States Commission on National Security/21st Century (Hart-Rudman Commission) and as a staff expert for the United States Institute of Peace's congressionally mandated Task Force on the United Nations.

Dr. Lindsay has written widely on various aspects of American foreign policy and international relations. His book with Ivo H. Daalder, *America Unbound: The Bush Revolution in Foreign Policy* (Brookings Institution Press, 2003), was awarded the 2003 Lionel Gelber Prize, named a finalist for the Arthur S. Ross Book Award, and selected as a top book of 2003 by *The Economist*. His other books include *Agenda for the Nation* (with Henry J. Aaron and Pietro S. Nivola, Brookings Institution Press, 2003), which was named an "Outstanding Academic Book of 2004" by Choice Magazine; and *Congress and the Politics of U.S. Foreign Policy* (Johns Hopkins University Press, 1994). He has also contributed articles to the op-ed pages of many major newspapers, including the *New York Times*, *Washington Post*, and *Los Angeles Times*. He writes the blog, *The Water's Edge*, which discusses the politics of American foreign policy and the domestic underpinnings of American global power.

Dr. Lindsay holds an AB in economics and political science from the University of Michigan and an MA, MPhil, and PhD from Yale University. He has been a fellow at the Center for International Affairs and the Center for Science and International Affairs, both at Harvard University. He is a recipient of the Pew Faculty Fellowship in International Affairs and an International Affairs Fellowship from the Council on Foreign Relations. He is a member of the Council on Foreign Relations.

Kimberly McClure

Kimberly McClure is a ten-year diplomat (Foreign Service Officer) with the U.S. Department of State. She currently works at the U.S. Mission to the United Nations, where she is a political advisor/negotiator for the U.S. Security Council team covering issues impacting Central and Southern Africa. Kimberly has spent most of her career working on South Asia policy issues in India, Afghanistan, Pakistan, and Washington.

As a diplomat, Kimberly worked overseas for a number of years at the U.S. missions in Kabul, Afghanistan, and Mumbai, India. In the U.S., she served as a Special Assistant to Richard Holbrooke, the U.S. Special Representative for Afghanistan and Pakistan; and as Deputy Director of the Obama Administration's 100,000 Strong Initiative.

Kimberly is a former International Affairs Fellow with the Council on Foreign Relations (CFR) during which her research explored the nexus between U.S. national security, American global competitiveness, and American global education. As part of this work, Kimberly designed and launched the Global Gateways program with Global Kids, Inc. to engage youth from underserved communities in global issues, explore the connections with issues impacting their communities, and expose students to opportunities for international careers and study abroad.

Kimberly serves on the Board of Directors for Global Kids, Inc. and on the board of the Global Access Pipeline, which works to increase the diversity and preparedness of professionals from under-represented groups in leadership positions within the international arena.

Kimberly received her bachelor's degree in international relations from Stanford University and a master's degree in public policy from Harvard University's Kennedy School.

Kimberly has lived in Brazil, Egypt, India, and Afghanistan, and speaks Portuguese, Spanish, and Dari.

Carl Meacham

Carl Meacham is the director of the CSIS Americas Program (www.csis.org). The CSIS Americas Program focuses on cutting edge topics in a region which holds tremendous opportunities and daunting challenges. The Program's key subjects are commerce and innovation, energy and natural resources, immigration, governance, Asia-Latin America Relations, and climate change. The Program's objective is to help shape policy debate and formulation in the United States and throughout the region.

Meacham joined CSIS from the Senate Foreign Relations Committee (SFRC), where he served on the professional staff for Senator Richard Lugar (R-IN) for over a decade. He served as the senior adviser for Latin America and the Caribbean on the committee, the most senior Republican Senate staff position for this region. In that capacity, he travelled extensively to the region to work with foreign governments, private-sector organizations, and civil society groups. He was also responsible for managing the committee's relationship with the State Department regarding the Western Hemisphere and overseeing its \$2 billion budget.

Before he joined SFRC, Meacham worked on the staff of two Democratic senators. Prior to his Senate work, he served at the Department of Commerce as special assistant to the deputy secretary, at the Cuban Affairs Bureau of the Department of State, and at the U.S. embassy in Madrid. Meacham is a native speaker of Spanish and was partly raised in Chile, his mother's country of origin. He received his B.A. from the University at Albany, State University of New York, and holds M.A. degrees from American University and Columbia University. He is a member of the Council on Foreign Relations.

Harris Mylonas

Harris Mylonas is the author of *The Politics of Nation-Building* (Cambridge University Press, 2012). His research focuses on the processes of nation- and state-building, the politicization of cultural differences, immigration policy, and political development.

Mylonas completed his Ph.D. at Yale University in 2008 and then joined the Political Science department at George Washington University as an Assistant Professor in the fall of 2009. He is also an Academy Scholar at the Harvard Academy for International and Area Studies where he conducted research in 2008-2009 and 2011-2012 academic years.

His work has been published in *Security Studies*, *Comparative Political Studies*, *Ethnopolitics*, *European Journal of Political Research*, and various edited volumes. He has also published opinion pieces in international newspapers and magazines (*Los Angeles Times*, *ForeignPolicy.com*, *CNN.com*, and *Newsweek Japan*, among others).

He is currently working on his second book project--tentatively entitled *The Politics of Ethnic Return Migration*--analyzing the policies that states develop either to attract and/or to incorporate people returning to their country of origin, allegiance, or citizenship.

Zeenat Rahman

Zeenat Rahman serves as Secretary Kerry's Special Adviser on Global Youth Issues and Director of the Office of Global Youth Issues. Under her leadership, the office operates as a nexus between policy and practice, incorporating youth voices into critical debates that help shape global affairs. Through a variety of mechanisms, including private sector partnerships, and cooperation with an extensive network of over 50 Youth Councils worldwide, the office amplifies youth issues and supports youth-driven solutions to many of the world's most pressing problems.

Prior to this appointment, Special Adviser Rahman served as Acting Director of the Center for Faith-Based and Neighborhood Partnerships at the United States Agency for International Development. In this role, she led external engagement efforts with various faith based and community organizations to build support for USAID priorities. These priorities included President Barack Obama's Feed the Future food security initiative, Child Survival Campaign, and efforts to address the drought and famine in the Horn of Africa. She also worked closely with the White House Office of Faith-Based and Neighborhood Partnerships to expand partnerships with faith-based and nonprofit groups around the United States.

Prior to her government service, she was Director of Policy at the Interfaith Youth Core, where she worked closely with the White House and various federal agencies in order to advance programs related to youth, religious identity, interreligious engagement and interfaith service. During her career, she has built and managed international youth programs in over a dozen countries, traveling abroad frequently to speak about the importance of youth leadership in promoting civic engagement and harmony between diverse communities.

Special Adviser Rahman is a term member of the Council on Foreign Relations, a member of the British Council's Transatlantic Network 2020, and a Truman National Security Fellow. She received a Master's degree in Middle East Studies from the University of Chicago, where her thesis work focused on youth religious identity in the 21st century. She received a BA in Psychology from the University of Illinois.

Stephanie Sanok

Stephanie Sanok is deputy director of the CSIS International Security Program, where she focuses on a range of “seam” issues affecting defense, foreign affairs, and development. Her research interests include defense policy and strategy, U.S. government stabilization and reconstruction efforts, the nexus between security and economic development, transitions of post-conflict responsibilities, and U.S. military activities to partner with foreign nations and other organizations.

Prior to joining CSIS, Ms. Sanok served at the U.S. embassy in Baghdad, where she developed policy options for the U.S. government’s efforts to support a sovereign, stable, and self-reliant Iraq. She collaborated closely with military and civilian colleagues to revise the Joint Campaign Plan—an interagency strategy to strengthen U.S. relations with Iraq along political, economic, energy, rule of law, and security lines of operation and identify strategic risks and transition issues related to the U.S. military withdrawal.

From 2005 to 2008, Ms. Sanok was a senior professional staff member on the U.S. House of Representatives Committee on Armed Services, where she led a team on overarching defense policy topics, such as military strategy, detention operations, export controls and technology security, troop levels in Iraq and Afghanistan, and the Pentagon’s role in foreign assistance and civil aspects of overseas operations.

At the Pentagon from 1998 to 2005, she worked in the secretary of defense’s counterproliferation, European, and NATO policy offices and, as a Presidential Management Fellow, completed rotations in the secretary of defense’s policy, comptroller, and personnel/readiness offices, in the Joint Staff’s Strategic Plans and Policy Directorate, and at the U.S. embassy in Sarajevo and the U.S. mission to NATO.

Ms. Sanok received a master of public policy degree with concentrations in international security policy and conflict resolution from Harvard University and a degree in communication and international relations from Cornell University.

Chris Tuttle

Chris Tuttle is the director of the Council on Foreign Relations’ (CFR) Washington Program. Tuttle joined the CFR staff from the U.S. Department of State, where he was the director of the Office of Strategic Communications and Planning.

Prior to his time at the State Department, Tuttle worked for nearly a decade in the U.S. House of Representatives, where he was most recently chief of staff for a member of Congress serving on the House International Relations and Financial Services Committees.

Tuttle has also served as a senior staff member in state governments, and has advised political campaigns at the national, state, and local level.

Tuttle holds a bachelor’s degree from the University of Wisconsin, an MA in national security and strategic studies from the U.S. Naval War College, and has done graduate study at Georgetown University, Johns Hopkins University, and the National Defense University. He has also taught at the U.S. government’s George P. Shultz National Foreign Affairs Training Center.

Tuttle is a recipient of the Department of State’s Superior Honor Award and is also a senior fellow of the John C. Stennis Center for Public Service.

Carmencita N. Whonder

Carmencita N. Whonder is a policy director in the Washington, DC office of Brownstein Hyatt Farber Schreck, LLP where she is a member of the government relations department. She provides strategic public policy advice to clients primarily in the financial services and housing sectors before the U.S. Congress and executive branch agencies.

Prior to joining Brownstein, Carmencita served as the staff director for the Senate Subcommittee on Housing, Transportation, and Community Development and as the principal adviser on the Senate Banking, Housing and Urban Affairs Committee to United States Senator Charles E. Schumer (D-NY). During the 109th Congress she held the position of minority staff director for the Senate Subcommittee on Economic Policy. For four years, Carmencita was responsible for issues including banking, financial institutions, securities and commodities markets, economic and monetary policy, the Committee on Foreign Investment in the United States, insurance, consumer protection, housing and community development, and trade.

She also previously worked as a leadership education counselor for Gates Millennium Scholars Program/UNCF, a \$1 billion education initiative of the Gates Foundation. Prior to that, Carmencita worked in Geneva, Switzerland at the World Intellectual Property Organization (WIPO), a United Nations specialized agency, focusing on Internet and domain name disputes and trade and investment in least developed countries (LDCs). Early in her career, she worked as an international program fellow with the U.S. Representative to the UN Commission on the Status of Women.

Carmencita holds a bachelor's degree from Howard University, a master's degree from the Johns Hopkins University School of Advanced International Studies (SAIS), and a certificate from the Universidad de Pontificia de Salamanca in Salamanca, Spain. Carmencita is a member of the Milken Institute's Young Leaders Circle, a member of the Board of Directors of the DC Jazz Festival and a member of the Leadership Committee of Manna, Inc.

Shaarik Zafar

Shaarik H. Zafar is the Acting Chief of the Countering Violent Extremism Group in the National Counterterrorism Center's Directorate of Strategic Operational Planning. At NCTC, he plays a leading role in coordinating U.S. Government (USG) efforts to undermine terrorist narratives and deny violent extremist organizations their next generation of recruits. He also helps coordinate and lead USG initiatives to partner with State and Local governments, international partners, and the private sector to integrate all elements of national power on efforts to counter violent extremism (CVE).

Shaarik recently served as a Director for Global Engagement at the White House National Security Staff where he reported to the Deputy National Security Advisor for Strategic Communications on USG efforts to drive comprehensive engagement policies that leverage diplomacy, communications, international development and assistance, and domestic engagement and outreach in pursuit of a host of foreign policy objectives, including those related to national security. His portfolio included leading efforts to develop the first ever national strategy that addressed violent extremism in the United States, which President Obama signed in August 2011. Shaarik also led the development and interagency adoption of action plans focused on leveraging the knowledge, wherewithal, and passion of diaspora communities to (1) advance U.S. foreign policy interests; and (2) strengthen commercial ties between the United States and their countries of origin or heritage.

Prior to joining the White House, Shaarik served as the Deputy Chief of the Countering Violent Extremism Group at NCTC. He also served as a Senior Policy Advisor in the Office for Civil Rights and Civil Liberties (CRCL) at the U.S. Department of Homeland Security (DHS) where he stood up and led the CRCL Engagement

Team, now known as the Community Engagement Section. His duties included: providing policy advice to Department leadership on issues at the intersection of civil rights and homeland security; working with other Federal agencies to develop and strengthen the USG's civic engagement, public outreach, and public diplomacy initiatives; and regularly engaging with the American Arab, Muslim, Sikh, Middle Eastern, Somali, and South Asian communities to discuss ways to strengthen homeland security while protecting fundamental rights and liberties. Prior to joining DHS, Shaarik served as the Special Counsel for Post 9/11 National Origin Discrimination at the U.S. Department of Justice (DOJ) where he led DOJ's Initiative to Combat Post 9/11 Discriminatory Backlash.

Shaarik is a recipient of the DHS Secretary's Award for Excellence, the DHS Certificate of Achievement, and an NCTC Director's Team Award. He is also the recipient of various awards from community organizations such as the Sikh Coalition, the American-Arab Anti-Discrimination Committee, the Association of Pakistani Physicians of North America, the South Asian Chamber of Commerce, and the North American South Asian Bar Association.

He is a 1997 graduate of the Plan II Honors Program at the University of Texas at Austin, and received his J.D. from the University of Texas School of Law in 2000. Prior to joining the Federal government, he worked as a civil litigator at one of the oldest law firms in Houston, Texas, and at the Almaty, Kazakhstan office of an international law firm.

Shaarik is a Life Member and former Term Member of the Council on Foreign Relations and a Life Member of the Texas Exes, the Ex Students Association of the University of Texas at Austin. He is a recipient of the 2011 Outstanding Young Texas Ex Award, which recognizes Texas Exes under the age of 40 who have made significant achievements in their careers and service to the University.

Appendix C: Biographies of CFR Franklin Williams Interns (Summer 2013)

Joel Alexander is a current Franklin Williams intern working with the Development department and the Director of Studies office. He is currently pursuing his BA in political science at Columbia University, with minors in Russian language and business management. Before attending Columbia, Mr. Alexander studied biology at Kingsborough Community College while working as a Dental Assistant/Receptionist and tutoring fellow students and working professionals. He participated in a week-long, international studies seminar in Austria in March 2010, and while there, completed a research proposal for the United Nations that included methods for solving hunger and poverty.

Ashley Thompson is a current Franklin Williams intern working with CFR's Global Communications and Media Relations department. She is pursuing a BA in journalism at Boston University, with a concentration in Spanish. Prior to joining CFR, Ms. Thompson held internships in a media, production, and communications capacity at World Vision US, Brookline Access Television, and Affiliate Media, LLC. Since January 2011, she has been the Executive Producer of BUTV10's award-winning current events show, On That Point.

COUNCIL *on* FOREIGN RELATIONS

Appendix D: Conference on Diversity in International Affairs Agenda

WASHINGTON, DC

Conference on Diversity in International Affairs

Friday, April 26

REGISTRATION AND RECEPTION

5:30 – 6:00 p.m.

Rockefeller-Peterson Reception

WELCOMING REMARKS

6:00 – 6:15 p.m.

Jan Mowder Hughes, *Vice President, Human Resources and Administration, Council on Foreign Relations (CFR)*

E. Thomas Rowe, *Founder and Director, International Career Advancement Center (ICAP); Senior Adviser, Global Access Pipeline (GAP); Associate Professor, Josef Korbel School of International Studies, University of Denver*

Rockefeller-Peterson Room

PRESENTATION OF ICAP AWARD

6:15 – 6:30 p.m.

Honoree: **William H. Itoh**, *Senior Adviser, McLarty Associates; Director of Washington International Programs, University of North Carolina at Chapel Hill; Former U.S. Ambassador to Thailand (1995-99)*

Presenter: **Latanya Mapp Frett**, *Vice President–Global, Planned Parenthood Federation of America*

Rockefeller-Peterson Room

KEYNOTE ADDRESS

6:30 – 7:30 p.m.

A View from the State Department

Carmen Lomellin, *Permanent Representative to the Organization of American States, U.S. Department of State*

Presenter: **Kimberly McClure**, *Foreign Service Officer, U.S. Department of State; Co-Chair, GAP*

Rockefeller-Peterson Room

NETWORKING RECEPTION

7:30 – 8:30 p.m.

Rockefeller-Peterson Reception

Saturday, April 27

REGISTRATION AND BREAKFAST

9:30 – 10:30 a.m.

Rockefeller-Peterson Reception

WELCOME MESSAGE

10:40 – 10:45 a.m.

Zarina Durrani, *Director of Diversity Initiatives, The Brookings Institution; Co-Chair, GAP*
Live feed to breakouts

BREAKOUT SESSION ONE

10:45 a.m. – 12:00 p.m.

Please refer to breakout assignment sheet

World Demographics and Economic Challenges

Carl Haub, *Senior Demographer, Population Reference Bureau*

Laura Taylor-Kale, *Special Assistant to the Vice President, Sustainable Development Network, World Bank Group*

President: Jerry L. Johnson, *Founding Member and Managing Director, RLJ Equity Partners*
7th Floor Reception

“Speed Networking” Activity

Facilitator: Kristin Hayden, *Founder and Executive Director, OneWorld Now!*
8th Floor

Strengthening Negotiation & Presentation Skills

Please note this session will end at 12:30 p.m.

Chuka Asike, *Financial Economist, Office of Development Finance, U.S. Department of State*

Kathleen Davis, *Senior Adviser, Office of Recruitment, Examination and Employment, Bureau of Human Resources, U.S. Department of State*

Harold Scott, *Interim Director, Ralph J. Bunche International Affairs Center, Howard University*

Teddy Taylor, *Diplomat in Residence, U.S. Department of State*

President: Patricia Scroggs, *Director, Charles B. Rangel International Affairs Program, Ralph J. Bunche International Affairs Center, Howard University*
Room 100

Defining Your Brand: Making Your Mark in International Careers

Jen Kim Field, *Executive Director, Global Partnerships and Marketing, United Nations Foundation*

Ted Rubin, *Chief Social Marketing Officer, Collective Bias*

Mark Vlasic, *Adjunct Professor of Law, Georgetown University Law Center; Senior Fellow, Institute for Law, Science, and Global Security, Georgetown University; Principal, Madison Law & Strategy Group PLLC*

President: Lauri Fitz-Pegado, *Partner and Director, International Practice, The Livingston Group*
Rockefeller-Peterson Room

LUNCH RECEPTION

12:00 – 12:45 p.m.

Rockefeller-Peterson Reception

PLENARY SESSION

12:45 – 1:45 p.m.

International Cooperation at NASA

Charles F. Bolden Jr., *Administrator, National Aeronautics and Space Administration*

President: Frank G. Klotz, *Senior Fellow for Strategic Studies and Arms Control, CFR*

Rockefeller-Peterson Room

BREAKOUT SESSION TWO

2:00 – 3:15 p.m.

Please refer to breakout assignment sheet

U.S. Education and Global Competitiveness

Julia Levy, *Cofounder, Culture Craver*

Curtis Valentine, *Former Executive Director, MarylandCAN*

President: Edith Bartley, *Director of Government Affairs, United Negro College Fund*

Room 100

Scholarships and Fellowships in International Affairs Careers

Katrina Finch, *Program Administrator for Scholarships, Congressional Black Caucus Foundation, Inc.*

Erin Mann, *National Director, Public Policy and International Affairs Program*

Caryl McFarlane, *Senior Program Officer, Thomas R. Pickering Foreign Affairs Fellowships and Mellon Programs, Woodrow Wilson National Fellowship Foundation*

Patricia Scroggs, *Director, Charles B. Rangel International Affairs Program, Ralph J. Bunche International Affairs Center, Howard University*

President: Catalina Talero, *Director, Washington, DC, Global Kids, Inc.*

8th Floor

Making Yourself Marketable for International Careers

Latanya Mapp Frett, *Vice President–Global, Planned Parenthood Federation of America*

Kenneth A. Goodwin Jr., *Vice President, HSBC Securities*

Palak Shah, *Foreign Service Officer, Office of Transition Initiatives, U.S. Agency for International Development*

Lynne Sport, *Senior Director, Human Resources and Administration, Carnegie Endowment for International Peace*

Laura Taylor-Kale, *Special Assistant to the Vice President, Sustainable Development Network, World Bank Group*

Mischa Thompson, *Staff Adviser, Commission on Security and Cooperation in Europe*

President: Teddy Taylor, *Diplomat in Residence, U.S. Department of State*

Rockefeller-Peterson Room

Getting Things Done in Washington: Public-Private Perspectives

Vivian Lowery Derryck, *President and CEO, The Bridges Institute*

Stephane LeBouder, *Deputy Assistant Secretary, Legislative Affairs, International Affairs, U.S. Department of the Treasury*

J. Robert Simmons, *President and CEO, Alter Modus International Corporation*

Christopher Smith, *Principal Deputy Assistant Secretary and Acting Assistant Secretary for Fossil Energy, U.S. Department of Energy*

President: Ian Solomon, *U.S. Executive Director, World Bank Group*

7th Floor Reception

BREAKOUT SESSION THREE

3:45 – 5:00 p.m.

Please refer to breakout assignment sheet

Congress and U.S. Foreign Policy

Micah Edmond, *Assistant Vice President of Industrial Base Policy, Aerospace Industries Association*

Tressa S. Guenov, *Professional Staff Member and Designee for Senator Barbara Mikulski, U.S. Senate Select Committee on Intelligence*

President: Chris Tuttle, *Director, Washington Program, CFR*

Study Abroad and Funding Opportunities

Kierra Adkins, Youth Ambassador, Global Kids, Inc.

Gretchen Cook-Anderson, Director of Diversity, IES Abroad

Philmon Haile, Student, University of Washington; OneWorld Now! Alumnus

Carol Radomski, Program Officer, Youth Program Division, Bureau of Educational and Cultural Affairs, U.S. Department of State

President: Catalina Talero, Director, Washington, DC, Global Kids, Inc.

7th Floor Reception

Strengthening Professional Writing Skills

Jan Mowder Hughes, Vice President, Human Resources and Administration, CFR

Eleanor Monte Jones, Associate Director, Master of Science in Foreign Service Program, Edmund A. Walsh School of Foreign Service, Georgetown University

Amanda Taylor, Director of Graduate Admission and Financial Aid, American University School of International Service

President: Sandra Rivera, Acting Director, Office of Economics, U.S. International Trade Commission

Room 100

Recruiting Diverse Talent in International Careers

Crispian Kirk, President and CEO, OIC International

Teddy Taylor, Diplomat in Residence, U.S. Department of State

President: Zarina Durrani, Director of Diversity Initiatives, The Brookings Institution

Rockefeller-Peterson Room

CAREER COUNSELING SESSIONS

BY APPOINTMENT ONLY

SATURDAY, APRIL 27

9:30 a.m. – 5:00 p.m.

One-on-one career counseling sessions are available by appointment only. If you are registered to meet with a career counselor, please arrive at the designated room five minutes prior to the start of your session.

William Chichester III, Principal Associate, Capital One Room 102

Marisa Osorio, Assistant Director, Career Services and Alumni Relations, Room 201
Graduate School of Journalism, City University of New York

Maria Pinto Carland, Senior Adviser and Career Counselor, ICAP Room 202

Marc St. Hilaire, Career Adviser, American University Room 701

Send letter to Dr. Adams?

Care Guide research project

Robina Foundation Board research dissemination update
July 30, 2013

Clinical results of the care guide research project will be published in the August 6th issue of Annals of Internal Medicine, under the title "Improving care for chronic disease patients by adding laypersons to the health care team". Results in a nutshell: patients working with a care guide were 31% more likely to reach all recommended care goals over the study year than usual care patients, at a cost of \$286 per patient. Annals is the premier internal medicine journal in the United States. Subsequent publications comparing clinical results in randomized and matched patients, cost analysis of care guide model, and describing in more detail patients' reactions to this care model are being prepared.

Care Guide Research Project Presentations (2013)

Date	Meeting Title	Hosting Organization	Location	Audience
July 18	Minneapolis VA Hospital Research Conference	VA Medical Center	Minneapolis, MN	Internal Medicine faculty and resident physicians
June 23-25	AcademyHealth Annual Research Meeting	AcademyHealth	Baltimore, MD	Researchers, providers, key decision makers
May 21	CMS Pioneer ACO Conference	Centers for Medicare & Medicaid Services	Washington, DC	ACO providers and leaders from across the country
May 6-8	ICSI Annual Colloquium	Institute for Clinical Systems Improvement	St. Paul, MN	Providers, researchers, health organization leaders
March 5	17th Annual Health Services Research Conference	University of Minnesota	St. Paul, MN	Researchers, health organization leaders

Media Coverage (2013)

Date	Publication	Coverage
August 22	Hospital Check-In Newsletter (Stratis Health)	Care Guide Model & Care COPILOT
August 6	Clinic Link Newsletter (Stratis Health)	Care Guide Model & Care COPILOT
August 5	Allina Health Press Release	"Allina Health study demonstrates the value of a new type of clinic employee: a non-clinical care guide"
July 18	RARE Report (Stratis Health)	"Care COPILOT – Care Guide Model"
May 8	Minneapolis Star Tribune	"Care guides show another face of health reform in Minnesota"

Once again the research team would like to thank the board for its unwavering support--financial and otherwise. The role of the Foundation is highlighted in the Annals of Internal Medicine article.

Respectfully submitted,

Kim Radel

Richard Adair

1

**COUNCIL ON FOREIGN RELATIONS
PROPOSAL TO THE ROBINA FOUNDATION TO SUPPORT
THE EXPANDED DIVERSITY INITIATIVE IN FOREIGN POLICY—
ADDITIONAL ACTIVITIES**

EXECUTIVE SUMMARY

The Council on Foreign Relations (CFR) requests \$2,467,411 over three years to conduct additional activities as part of the Expanded Diversity Initiative in Foreign Policy. The Robina Foundation's generous support for the Expanded Diversity Initiative has made it possible for CFR to increase its efforts to close the gap between the ethnic and racial make-up of the American people and America's foreign policy community. The discrepancy between the two has robbed the foreign policy debate of talented voices and diminished the chances that the U.S. government's choices in foreign affairs will reflect the broad array of perspectives that its citizens hold. Moreover, the make-up of the U.S. foreign policy community is not likely to change significantly without a concerted effort to identify talented members of underrepresented groups, expose them to the career possibilities in foreign policy, and actively recruit them for positions.

The Expanded Diversity Initiative, which is now in its second year, is already succeeding in exposing members of underrepresented groups to the foreign policy community. The partnership with Humanity in Action (HIA) has enabled twenty-five minority students to participate in HIA's award-winning summer program and exposed all of the HIA program participants to the work of CFR and the foreign policy community. CFR has doubled the number of Franklin Williams minority interns it brings on each year, and it has broadened and deepened its outreach to historically black colleges and universities as well as to colleges and universities with large Latino populations. Finally, on April 26 and 27, 2013, CFR held the first of what will be an annual Conference on Diversity in International Affairs. The event received rave reviews from the nearly three hundred people who participated.

To further the overall goals of the Expanded Diversity Initiative, CFR proposes to extend it in three ways: 1.) developing an enhanced and deepened partnership with HIA that would specifically target graduate students interested in foreign policy careers; 2.) creating the post of Diversity Coordinator at CFR to oversee and direct the day-to-day activities of the Expanded Diversity Initiative; and 3.) modestly expanding support for the annual Conference on Diversity in International Affairs.

CFR and its partners will systematically review and monitor each of the proposed activities as they are being conducted. These additional activities would also be reviewed as a part of the broader external assessment that CFR will conduct of the overall program during year three, as outlined in the original Expanded Diversity Initiative grant proposal. CFR believes that such concerted and systematic review will strengthen and enrich the overall initiative, thereby enabling it to have maximum impact on shrinking the gap between the American people and the American foreign policy community.

COUNCIL ON FOREIGN RELATIONS PROPOSAL TO THE ROBINA FOUNDATION TO SUPPORT

THE EXPANDED DIVERSITY INITIATIVE IN FOREIGN POLICY— ADDITIONAL ACTIVITIES

A. The Accomplishments of CFR's Expanded Diversity Initiative

Through the Expanded Diversity Initiative in Foreign Policy, the Council on Foreign Relations (CFR) seeks to identify talented members of underrepresented groups, expose them to job possibilities in foreign policy, actively encourage them to consider working in the field, and help them develop personal networks that will further their careers. The initiative's broader goal is to make the foreign policy community in the United States representative of American society as a whole.

CFR's efforts to increase the number of minority students choosing foreign policy careers will by definition yield demonstrable results only over a period of years. The Expanded Diversity Initiative is off to a strong start in reaching that long-term goal. CFR successfully launched all four sets of activities it proposed, and participants in the various programs have been uniformly positive about their experiences. Specific program achievements include: broadening the diversity of students participating in the summer programs offered by Humanity in Action (HIA); recruiting the annual target number of Franklin Williams minority interns in just half a year; deepening contacts with department chairs and professors at historically black colleges and universities, which should broaden and deepen the pool of applicants for both the HIA summer program and the Franklin Williams Internship program; and encouraging greater cooperation among Washington, DC-based think tanks and foreign policy organizations on recruiting members of underrepresented groups.

On April 26 and 27, 2013, CFR, along with its partners, the Global Access Pipeline (GAP) and the International Career Advancement Program (ICAP), hosted the first Conference on Diversity in International Affairs, a two-day event at CFR's Washington, DC, office. The conference was designed to connect professionals and students from underrepresented backgrounds with career opportunities in international affairs. The conference—which drew nearly three hundred participants from across the country, including young and mid-career professionals and high school and college students—offered sessions on an array of topics, ranging from improving negotiation and presentation skills to resources for education, fellowships, and careers in foreign policy.

B. Proposed Additional Support for the Expanded Diversity Initiative

CFR proposes to deepen and broaden its current efforts to further encourage diversity in foreign policy and to encourage members of underrepresented groups to pursue careers in international relations. CFR's Expanded Diversity Initiative rests on the time-tested premise that CFR can maximize the impact of its efforts by leveraging the talents of organizations that have already been working to increase diversity in foreign affairs.

To further realize the goals of the Expanded Diversity Initiative, CFR proposes extending it in three ways: 1.) developing an enhanced and deepened partnership with HIA that would specifically target graduate students interested in foreign policy careers, 2.) creating the post of Diversity Coordinator at CFR to oversee and direct the day-to-day activities of the Expanded Diversity Initiative; and 3.) modestly expand support for the annual Conference on Diversity in International Affairs.

1. Partnership with Humanity in Action – Program on Diversity and Diplomacy

HIA is an international educational organization that seeks to educate, inspire, and connect a global network of students, young professionals, and established leaders committed to promoting human rights, diversity, and active citizenship in their communities and around the world. With the generous support of the Robina Foundation, CFR currently supports the participation of fifteen minority students in the five programs that HIA runs each summer in Denmark, France, Germany, the Netherlands, and Poland. Each of the five programs has between seven and ten American students who work with approximately ten-to-fifteen peers drawn from a range of European countries. Over the course of the five-week program, each group analyzes, discusses, and generates policy recommendations that address a specific diversity issue in the host country.

The existing five HIA programs primarily target undergraduate students. CFR proposes to create a new program in partnership with HIA that would target graduate students with a demonstrated interest in foreign affairs and international relations. The proposed program is intended to complement the existing CFR-HIA partnership, and its focus is on diversity and diplomacy. The current program focuses on students with an interest in diversity issues and seeks to expose them to how they could pursue those interests in the foreign policy field. The proposed program would take graduate students with a demonstrated interest in foreign policy or international relations and expose them to the pressing questions of diversity and diplomacy. The objective is to give students from underrepresented populations some practical experience on these issues, help them build their personal and intellectual networks, and ultimately increase the chances that they pursue and succeed in a foreign policy career.

The proposed program would be modeled on HIA's programs for undergraduate students, though it would be structured somewhat differently. The program would invite twenty-four currently enrolled or graduating graduate students to participate. The cohort of twenty-four participants would consist of ten American students from underrepresented backgrounds, seven students from other American populations, and seven students from European countries in which HIA has programs. The program would involve minority and non-minority American participants because success in promoting minority involvement in foreign policy requires both building networks within minority communities and integrating those networks into the broader foreign policy community. In a similar vein, bringing Americans and Europeans together for focused and sustained discussion is central to the HIA education model.

The four-week program would begin each year in early May, starting in 2014. The early start date reflects the fact that many graduate students need to work during the summer to help pay for school. Completing the program by early June would enable them to hold summer jobs. To ensure that participation in the program is not restricted by financial need, the American participants would receive a small stipend for the duration of the program. (Because the financing of European higher education does not place the same financial burden on students as the American system does, European participants would not receive a stipend.) Participants in the program would be drawn from graduate programs in law, international affairs, economics, political science and public policy, and fields that relate to international affairs such as history, anthropology, sociology, urban planning, public health, IT, business, and communications.

The participants would spend the first two weeks in Paris and the second two weeks in Washington, DC. Paris provides the most desirable European venue for several reasons: the high quality and influence of its international institutions; the strength of existing HIA programs on diversity under the guidance of a strong network of French academics and international business professionals; and the important legacies of the Enlightenment, the French Revolution, and French and European colonialism for diversity and international relations today. Placing the second half of the program in Washington would enable the participants to benefit from the knowledge of CFR scholars, experts at local academic institutions such as the Center for Transatlantic Relations at the Paul H. Nitze School of

Advanced International Studies in Washington, officials at the U.S. Department of State and other internationally focused governmental agencies, and leaders of non-governmental organizations.

The participants would explore the nature and objectives of pluralistic societies, the growing impact of diversity issues on diplomacy and international relations, as well as the critical role of minorities in foreign policy. Participants would focus on how religious, racial, and ethnic diversity—the challenges, successes, and failures—of pluralistic national societies affect international policies and interactions. The participants would develop conceptual tools to bring diversity issues—based on new understandings and enhanced status—into discussions of international affairs. Increasingly, countries with pluralistic populations face challenges that transcend national borders: ethnic and religious claims for autonomy; massive migratory flows; and, in the European Union, centrifugal forces that emanate from religious, racial, and ethnic differences among member states.

The end of the Washington session would coincide with the beginning of the orientation for the participants in HIA's summer programs. The overlap would enable HIA to introduce the two groups of CFR sponsored programs to each other through networking meetings and events. (The graduate students would not, however, participate in the day-long workshop that CFR holds for the HIA summer participants; adding more participants to that workshop would diminish the experience for all concerned.) The interaction between the graduate students and the summer participants would set the foundation for multiple layers of mentorship involving undergraduate participants, graduate-student participants, CFR and HIA staff, and friends of the initiative. Introducing the graduate student participants and summer participants would also allow for the integration of the two programs in the overall HIA network.

Following the May sessions, all participants would be obligated to research, write, and publish papers—on HIA's website and, if the appropriate outlets can be found, in print as well—about the ongoing challenges of pluralism and diversity in international affairs and make recommendations on how to further improve knowledge, attitudes, and institutions. The work would continue in the months following the completion of the program and could involve the presentation of findings and experiences to CFR members at a possible roundtable discussion in the fall.

The minority participants in the program would be asked to visit academic institutions with significant minority populations to describe the four-week program, its objectives, and their experience in having participated in it. The aim of this outreach would be to encourage greater numbers of minorities to consider applying to the program and pursuing international careers. Examples of U.S. colleges and universities that could be targeted include the University of Alabama, Arizona State University, Fisk University, Howard University, Morehouse College, South Carolina State University, Spelman College, Tennessee State University, Tuskegee University, and the University of California system.

The program participants would be asked to join HIA's network and to participate in its many activities and opportunities, including attending international conferences, engaging in outreach to undergraduate students, and participating in professional workshops. Likewise, drawing from the HIA and CFR communities, a targeted program of individual mentoring would also be instituted to provide ongoing guidance for participants.

2. CFR Diversity Coordinator

As discussed with the Robina Foundation Board, the process of implementing and overseeing the CFR Diversity Initiative activities has placed considerable administrative demands on CFR senior leadership. As such, CFR is proposing to create the position of diversity coordinator to help conduct the Expanded Diversity Initiative. The person hired for the position would work under the direct oversight of James M. Lindsay, senior vice president,

director of studies, and Maurice R. Greenberg Chair at CFR, and in coordination with Jan Mowder Hughes, vice president for human resources and administration. Overall oversight of the diversity coordinator position would reside with CFR's president Richard N. Haass.

The proposed diversity coordinator would manage the day-to-day activities of CFR's diversity initiative. She or he would be primarily responsible for: liaising with HIA on the current Robina-sponsored partnership as well as the proposed graduate student program if it is approved; directing CFR activities related to the HIA partnership; planning the annual Conference on Diversity in International Affairs in conjunction with CFR's partners, GAP and ICAP; supervising the deepening contacts with leaders at schools belonging to the Association of Professional Schools of International Affairs and department chairs and professors at historically black colleges and universities with substantial Latino enrollment; ensuring the integration of the Franklin Williams interns into the intellectual life of CFR; coordinating and participating in career fairs around the country; and attending, along with other CFR representatives, meetings and networking events with other think tanks on recruiting members of underrepresented groups.

The addition of a diversity coordinator would greatly enhance CFR's ability to carry out the Expanded Diversity Initiative by consolidating responsibilities that are currently scattered across CFR staff working in different parts of the organization and who are already stretched handling their primary job responsibilities. Consolidating the day-to-day management of the Expanded Diversity Initiative under one person would ensure greater integration and harmonization of the various parts of the initiative, thereby increasing the chance that it will achieve its intended goals.

3. Conference on Diversity in International Affairs

The Conference on Diversity in International Affairs, which CFR held in April for the first time and with the generous support of the Robina Foundation, was a tremendous success. Nearly three hundred people attended the conference. The participants included young and mid-career professionals, fifty high school students from around the country, four members of the initial class of CFR-sponsored HIA summer participants, and three of CFR's Franklin Williams interns. Over the course of the two-day conference, they heard from distinguished policymakers such as Ambassador Carmen Lomellin, U.S. permanent representative to the Organization of the American States, and NASA Administrator (and former astronaut) Charles F. Bolden, Jr. The conference also featured skills-building and foreign-policy breakout sessions, one-on-one career counseling sessions, and networking receptions.

The conference attracted considerable attention in the social media sphere. Participants were asked to tweet using the hash tag "#GAPatCFR." The resulting tweets reached 134,072 twitter followers and were viewed more than 288,000 times in the first three days—greatly expanding the conference's reach and impact. The tweets described the young conference participants as superstars and future leaders, highlighted the discussions on recruiting diverse talent into international careers, and hailed the conference as timely and refreshing.

Participants subsequently praised the conference in unsolicited letters and emails to CFR and in a formal survey that CFR, GAP, and ICAP circulated after the conference concluded. (See Appendix 1). The email that Liz Pankey of World Savvy wrote to Penny Hunt is typical of the feedback that CFR received: "I really can't speak highly enough about how organized this conference was."

CFR plans to hold the Conference on Diversity in International Affairs on an annual basis, as it proposed in the initial Expanded Diversity Initiative grant proposal. However, the conference's actual costs were double the projected costs. The difference reflected the fact that interest in the conference greatly exceeded what had been anticipated. CFR

covered the shortfall for the first conference with one-time savings from the Expanded Diversity Initiative grant, other CFR funds, and small contributions from the partner organizations.

The Conference on Diversity in International Affairs has the potential to be a signature event that attracts considerable attention, draws more prominent speakers, builds broader networks, and focuses the policymaking and think-tank communities on the importance of hiring and mentoring members of underrepresented groups. With the injection of a modest amount of additional funds the conference can achieve that potential.

C. Measuring Success and Impact

Efforts to increase the number of people from underrepresented groups pursuing careers at foreign policy think tanks specifically, and in international relations more generally, will by definition yield demonstrable results only over decades. Nonetheless, CFR believes that evidence that the diversity initiative is likely to succeed can be found by monitoring several metrics over the term of the proposal, including the quality of the graduate students participating in the May program; surveying graduate students after they complete the program to assess their judgments about the program's strengths and weaknesses and the merits of splitting time between Paris and Washington, DC, rather than basing the program in just one city; the number and background of participants in the annual Conference on Diversity in International Affairs along with the quality and visibility of the conference speakers; and the success of building post-conference networks. The proposed additional activities would also be reviewed as a part of the broader external assessment that CFR will conduct of the overall program during year three, as outlined in the original Expanded Diversity Initiative grant proposal.

CFR would also continue to work with its various partners in the Expanded Diversity Initiative to track the initiative's longer term impact. HIA in particular has a long history of soliciting feedback from participants in its programs. HIA continues its assessments after the completion of the summer program, as HIA works to keep alumni of its programs involved in its post-program activities. Where necessary, CFR would refine and improve the Expanded Diversity Initiative based on the feedback it receives from its various reviews.

D. Long-Term Vision

CFR approaches its Expanded Diversity Initiative with great humility. Numerous factors explain the relative dearth of African Americans, Latinos, and other underrepresented minorities in American think tanks and in the U.S. foreign policy community more broadly. Many of these factors, especially those dealing with college and graduate school recruitment and training, lie beyond CFR's capacity to influence. Nonetheless, CFR believes that the Robina Foundation's support is making it possible to use CFR's unique strengths and experience to challenge the status quo and attract minority students in larger numbers to the foreign policy field. The partnerships that CFR seeks to develop and extend would create a unique opportunity to encourage and sustain the careers of minority students and mid-career professionals in international affairs, as well as strengthen the network of students and professionals working in the foreign policy arena. CFR is grateful for the Robina Foundation's strong interest in the diversity challenge as well as for encouraging and considering CFR's proposal for its Expanded Diversity Initiative.

**CFR's Expanded Diversity Initiative in Foreign Policy:
Additional Activities**

	Total	Year 1	Year 2	Year 3
<i>24 Students</i>				
1. Partnership with Humanity in Action				
Program on Diversity and Diplomacy				
<i>Summer Program Workshop</i>				
Student participation in summer program (program stipend)	\$ 104,571	\$ 34,000	\$ 34,850	\$ 35,721
Travel for 17 American student participants to Washington, DC program (air, hotel, meals, transport)	175,695	57,125	\$ 58,553	\$ 60,017
Travel for 7 European student participants to Washington, DC program (air, hotel, meals, transport)	85,364	27,755	\$ 28,449	\$ 29,160
Travel for 17 American student participants to Paris program (air, hotel, meals, transport)	269,763	87,710	\$ 89,903	\$ 92,150
Travel for 7 European student participants to Paris program (air, hotel, meals, transport)	87,840	28,560	\$ 29,274	\$ 30,006
HIA staff travel to Washington, DC (air, hotel, meals, transport)	37,507	12,195	\$ 12,500	\$ 12,812
HIA staff travel to Paris program (air, hotel, meals, transport)	76,921	25,010	\$ 25,635	\$ 26,276
Catering, rental for Washington, DC, program	29,864	9,710	\$ 9,953	\$ 10,202
Catering, rental for Paris program	35,985	11,700	\$ 11,993	\$ 12,292
Miscellaneous cost (museum fees, additional taxis)	19,684	6,400	\$ 6,560	\$ 6,724
HIA program costs (supplies, print material, and books)	30,387	9,880	\$ 10,127	\$ 10,380
Total	953,582	310,045	\$ 317,796	\$ 325,741
<i>Outreach and Planning</i>				
Minority student outreach trips (10)	16,916	5,500	5,638	5,778
HIA staff outreach and planning trips - domestic (air, hotel, meals, transport)	26,487	8,612	8,827	9,048
HIA staff outreach and planning trips - international (air, hotel, meals, transport)	29,649	9,640	9,881	10,128
Recruitment in Europe	153,781	50,000	51,250	52,531
Total	226,833	73,752	75,596	77,486
<i>Program Management and Administration: Salaries, Benefits, Stipends, Administration</i>				
HIA administrative costs (salaries, stipends)	545,923	177,500	181,938	186,486
HIA administrative costs (insurance, legal, rent)	58,437	19,000	19,475	19,962
Total	604,360	196,500	201,413	206,448
TOTAL PARTNERSHIP WITH HUMANITY IN ACTION	1,784,776	580,297	594,804	609,675
2. Conference on Diversity in International Affairs (Partnership with the International Career Advancement Association and the Global Access Pipeline)				
Meals, catering, set-up expenses for workshop	153,781	50,000	51,250	52,531
TOTAL CONFERENCE	153,781	50,000	51,250	52,531
3. CFR Program Management				
<i>Program Management Salaries and Benefits</i>				
Diversity coordinator	409,058	133,000	136,325	139,733
Program budget (travel, meetings, networking)	30,756	10,000	10,250	10,506
TOTAL CFR PROGRAM MANAGEMENT	439,814	143,000	146,575	150,239
TOTAL DIRECT COSTS	2,378,372	773,297	792,629	812,445
Indirect Costs at 15% of Direct Costs (excluding Section 1: Partnership with Humanity in Action)	89,039	28,950	29,674	30,416
TOTAL PROJECT COST	\$ 2,467,411	\$ 802,247	\$ 822,303	\$ 842,861

COUNCIL *on* FOREIGN RELATIONS

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July 26, 2013

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

Dear Penny:

I am pleased to enclose a proposal to extend CFR's Expanded Diversity Initiative in Foreign Policy. I am also submitting the second semi-annual progress report for the initiative.

CFR's Expanded Diversity Initiative in Foreign Policy, which is now in its second year, is succeeding in its efforts to expose members of underrepresented groups to the foreign policy community. The initiative has attracted great interest and served to catalyze the work of other groups committed to this same goal. The initiative's highlights include broadening the diversity of students participating in the Humanity in Action (HIA) summer fellowship program and familiarizing all the HIA program participants to CFR's work and the foreign policy community. CFR has doubled the number of Franklin Williams minority interns it brings on each year. The Council has also extended its outreach to historically black colleges and universities and to academic institutions with large Latino populations. CFR also held the first of what is intended to be an annual Conference on Diversity in International Affairs, to rave reviews from the nearly three hundred people who attended the two-day event.

Highlights from the last six months include enabling fifteen minority students to participate in HIA's award-winning summer program; recruiting the annual target number of Franklin Williams minority interns in just half a year; deepening contacts with department chairs and professors at historically black colleges and universities, which should broaden and deepen the pool of applicants for both the HIA summer program and the Franklin Williams Internship program; and encouraging greater cooperation among Washington-based think tanks and foreign policy organizations on recruiting members of underrepresented groups.

Ms. Penny Hunt
July 26, 2013
Page Two

To build on this solid foundation of accomplishment and to further the overall goals of the Expanded Diversity Initiative, CFR requests \$2,467,411 over the next three years to support three sets of additional activities. First, CFR would develop a program in conjunction with HIA that would specifically target graduate students with a demonstrated interest in international relations and help them develop the skills, experience, and networks to pursue a foreign-policy career. Second, CFR would create the position of diversity coordinator to oversee and direct the day-to-day activities of the Expanded Diversity Initiative. Third, CFR requests a modest amount of additional support to take advantage of the initial success of the annual Conference on Diversity in International Affairs. This additional support would enable the conference to fulfill its potential to be a signature event that attracts widespread attention, builds broader networks, and focuses the policymaking and think-tank communities on the importance of hiring and mentoring members of underrepresented groups.

CFR is grateful to the Robina Foundation for its strong interest in the diversity challenge, its generous support for CFR's Expanded Diversity Initiative in Foreign Policy, and for encouraging and considering CFR's proposal for additional support. The Robina Foundation's support is enhancing CFR's ability to use its unique strengths and experience to challenge the status quo and attract minority students in larger numbers to the foreign-policy field. Please contact either Jim Lindsay at 202.509.8405 or jlindsay@cfr.org, or me if you have any questions or need additional information.

Sincerely,

A handwritten signature in black ink, appearing to be 'R. Haass', written in a cursive style.

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

**COUNCIL ON FOREIGN RELATIONS
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To further the overall goals of the Expanded Diversity Initiative, CFR proposes to extend it in three ways: 1.) developing an enhanced and deepened partnership with HIA that would specifically target graduate students interested in foreign policy careers; 2.) creating the post of Diversity Coordinator at CFR to oversee and direct the day-to-day activities of the Expanded Diversity Initiative; and 3.) modestly expanding support for the annual Conference on Diversity in International Affairs. *(Recall very positive feedback)*

CFR and its partners will systematically review and monitor each of the proposed activities as they are being conducted. These additional activities would also be reviewed as a part of the broader external assessment that CFR will conduct of the overall program during year three, as outlined in the original Expanded Diversity Initiative grant proposal. CFR believes that such concerted and systematic review will strengthen and enrich the overall initiative, thereby enabling it to have maximum impact on shrinking the gap between the American people and the American foreign policy community. *

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CFR's efforts to increase the number of minority students choosing foreign policy careers will by definition yield demonstrable results only over a period of years. The Expanded Diversity Initiative is off to a strong start in reaching that long-term goal. CFR successfully launched all four sets of activities it proposed, and participants in the various programs have been uniformly positive about their experiences. Specific program achievements include: broadening the diversity of students participating in the summer programs offered by Humanity in Action (HIA); recruiting the annual target number of Franklin Williams minority interns in just half a year; deepening contacts with department chairs and professors at historically black colleges and universities, which should broaden and deepen the pool of applicants for both the HIA summer program and the Franklin Williams Internship program; and encouraging greater cooperation among Washington, DC-based think tanks and foreign policy organizations on recruiting members of underrepresented groups.

Very positive feedback
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CFR proposes to deepen and broaden its current efforts to further encourage diversity in foreign policy and to encourage members of underrepresented groups to pursue careers in international relations. CFR's Expanded Diversity Initiative rests on the time-tested premise that CFR can maximize the impact of its efforts by leveraging the talents of organizations that have already been working to increase diversity in foreign affairs.

To further realize the goals of the Expanded Diversity Initiative, CFR proposes extending it in three ways: 1.) developing an enhanced and deepened partnership with HIA that would specifically target graduate students interested in foreign policy careers, 2.) creating the post of Diversity Coordinator at CFR to oversee and direct the day-to-day activities of the Expanded Diversity Initiative; and 3.) modestly expand support for the annual Conference on Diversity in International Affairs.

1. Partnership with Humanity in Action – Program on Diversity and Diplomacy

HIA is an international educational organization that seeks to educate, inspire, and connect a global network of students, young professionals, and established leaders committed to promoting human rights, diversity, and active citizenship in their communities and around the world. With the generous support of the Robina Foundation, CFR currently supports the participation of fifteen minority students in the five programs that HIA runs each summer in Denmark, France, Germany, the Netherlands, and Poland. Each of the five programs has between seven and ten American students who work with approximately ten-to-fifteen peers drawn from a range of European countries. Over the course of the five-week program, each group analyzes, discusses, and generates policy recommendations that address a specific diversity issue in the host country.

The existing five HIA programs primarily target undergraduate students. CFR proposes to create a new program in partnership with HIA that would target graduate students with a demonstrated interest in foreign affairs and international relations. The proposed program is intended to complement the existing CFR-HIA partnership, and its focus is on diversity and diplomacy. The current program focuses on students with an interest in diversity issues and seeks to expose them to how they could pursue those interests in the foreign policy field. The proposed program would take graduate students with a demonstrated interest in foreign policy or international relations and expose them to the pressing questions of diversity and diplomacy. The objective is to give students from underrepresented populations some practical experience on these issues, help them build their personal and intellectual networks, and ultimately increase the chances that they pursue and succeed in a foreign policy career.

The proposed program would be modeled on HIA's programs for undergraduate students, though it would be structured somewhat differently. The program would invite twenty-four currently enrolled or graduating graduate students to participate. The cohort of twenty-four participants would consist of ten American students from underrepresented backgrounds, seven students from other American populations, and seven students from European countries in which HIA has programs. The program would involve minority and non-minority American participants because success in promoting minority involvement in foreign policy requires both building networks within minority communities and integrating those networks into the broader foreign policy community. In a similar vein, bringing Americans and Europeans together for focused and sustained discussion is central to the HIA education model.

The four-week program would begin each year in early May, starting in 2014. The early start date reflects the fact that many graduate students need to work during the summer to help pay for school. Completing the program by early June would enable them to hold summer jobs. To ensure that participation in the program is not restricted by financial need, the American participants would receive a small stipend for the duration of the program. (Because the financing of European higher education does not place the same financial burden on students as the American system does, European participants would not receive a stipend.) Participants in the program would be drawn from graduate programs in law, international affairs, economics, political science and public policy, and fields that relate to international affairs such as history, anthropology, sociology, urban planning, public health, IT, business, and communications.

The participants would spend the first two weeks in Paris and the second two weeks in Washington, DC. Paris provides the most desirable European venue for several reasons: the high quality and influence of its international institutions; the strength of existing HIA programs on diversity under the guidance of a strong network of French academics and international business professionals; and the important legacies of the Enlightenment, the French Revolution, and French and European colonialism for diversity and international relations today. Placing the second half of the program in Washington would enable the participants to benefit from the knowledge of CFR scholars, experts at local academic institutions such as the Center for Transatlantic Relations at the Paul H. Nitze School of

Advanced International Studies in Washington, officials at the U.S. Department of State and other internationally focused governmental agencies, and leaders of non-governmental organizations.

The participants would explore the nature and objectives of pluralistic societies, the growing impact of diversity issues on diplomacy and international relations, as well as the critical role of minorities in foreign policy. Participants would focus on how religious, racial, and ethnic diversity—the challenges, successes, and failures—of pluralistic national societies affect international policies and interactions. The participants would develop conceptual tools to bring diversity issues—based on new understandings and enhanced status—into discussions of international affairs. Increasingly, countries with pluralistic populations face challenges that transcend national borders: ethnic and religious claims for autonomy; massive migratory flows; and, in the European Union, centrifugal forces that emanate from religious, racial, and ethnic differences among member states.

The end of the Washington session would coincide with the beginning of the orientation for the participants in HIA's summer programs. The overlap would enable HIA to introduce the two groups of CFR sponsored programs to each other through networking meetings and events. (The graduate students would not, however, participate in the day-long workshop that CFR holds for the HIA summer participants; adding more participants to that workshop would diminish the experience for all concerned.) The interaction between the graduate students and the summer participants would set the foundation for multiple layers of mentorship involving undergraduate participants, graduate-student participants, CFR and HIA staff, and friends of the initiative. Introducing the graduate student participants and summer participants would also allow for the integration of the two programs in the overall HIA network.

Following the May sessions, all participants would be obligated to research, write, and publish papers—on HIA's website and, if the appropriate outlets can be found, in print as well—about the ongoing challenges of pluralism and diversity in international affairs and make recommendations on how to further improve knowledge, attitudes, and institutions. The work would continue in the months following the completion of the program and could involve the presentation of findings and experiences to CFR members at a possible roundtable discussion in the fall.

The minority participants in the program would be asked to visit academic institutions with significant minority populations to describe the four-week program, its objectives, and their experience in having participated in it. The aim of this outreach would be to encourage greater numbers of minorities to consider applying to the program and pursuing international careers. Examples of U.S. colleges and universities that could be targeted include the University of Alabama, Arizona State University, Fisk University, Howard University, Morehouse College, South Carolina State University, Spelman College, Tennessee State University, Tuskegee University, and the University of California system.

The program participants would be asked to join HIA's network and to participate in its many activities and opportunities, including attending international conferences, engaging in outreach to undergraduate students, and participating in professional workshops. Likewise, drawing from the HIA and CFR communities, a targeted program of individual mentoring would also be instituted to provide ongoing guidance for participants.



2. *CFR Diversity Coordinator*

As discussed with the Robina Foundation Board, the process of implementing and overseeing the CFR Diversity Initiative activities has placed considerable administrative demands on CFR senior leadership. As such, CFR is proposing to create the position of diversity coordinator to help conduct the Expanded Diversity Initiative. The

person hired for the position would work under the direct oversight of James M. Lindsay, senior vice president, director of studies, and Maurice R. Greenberg Chair at CFR, and in coordination with Jan Mowder Hughes, vice president for human resources and administration. Overall oversight of the diversity coordinator position would reside with CFR's president Richard N. Haass.

The proposed diversity coordinator would manage the day-to-day activities of CFR's diversity initiative. She or he would be primarily responsible for: liaising with HIA on the current Robina-sponsored partnership as well as the proposed graduate student program if it is approved; directing CFR activities related to the HIA partnership; planning the annual Conference on Diversity in International Affairs in conjunction with CFR's partners, GAP and ICAP; supervising the deepening contacts with leaders at schools belonging to the Association of Professional Schools of International Affairs and department chairs and professors at historically black colleges and universities with substantial Latino enrollment; ensuring the integration of the Franklin Williams interns into the intellectual life of CFR; coordinating and participating in career fairs around the country; and attending, along with other CFR representatives, meetings and networking events with other think tanks on recruiting members of underrepresented groups.

The addition of a diversity coordinator would greatly enhance CFR's ability to carry out the Expanded Diversity Initiative by consolidating responsibilities that are currently scattered across CFR staff working in different parts of the organization and who are already stretched handling their primary job responsibilities. Consolidating the day-to-day management of the Expanded Diversity Initiative under one person would ensure greater integration and harmonization of the various parts of the initiative, thereby increasing the chance that it will achieve its intended goals.

3. *Conference on Diversity in International Affairs*

The Conference on Diversity in International Affairs, which CFR held in April for the first time and with the generous support of the Robina Foundation, was a tremendous success. Nearly three hundred people attended the conference. The participants included young and mid-career professionals, fifty high school students from around the country, four members of the initial class of CFR-sponsored HIA summer participants, and three of CFR's Franklin Williams interns. Over the course of the two-day conference, they heard from distinguished policymakers such as Ambassador Carmen Lomellin, U.S. permanent representative to the Organization of the American States, and NASA Administrator (and former astronaut) Charles F. Bolden, Jr. The conference also featured skills-building and foreign-policy breakout sessions, one-on-one career counseling sessions, and networking receptions.

The conference attracted considerable attention in the social media sphere. Participants were asked to tweet using the hash tag "#GAPatCFR." The resulting tweets reached 134,072 twitter followers and were viewed more than 288,000 times in the first three days—greatly expanding the conference's reach and impact. The tweets described the young conference participants as superstars and future leaders, highlighted the discussions on recruiting diverse talent into international careers, and hailed the conference as timely and refreshing.

Participants subsequently praised the conference in unsolicited letters and emails to CFR and in a formal survey that CFR, GAP, and ICAP circulated after the conference concluded. (See Appendix 1). The email that Liz Pankey of World Savvy wrote to Penny Hunt is typical of the feedback that CFR received: "I really can't speak highly enough about how organized this conference was."

CFR plans to hold the Conference on Diversity in International Affairs on an annual basis, as it proposed in the initial Expanded Diversity Initiative grant proposal. However, the conference's actual costs were double the

projected costs. The difference reflected the fact that interest in the conference greatly exceeded what had been anticipated. CFR covered the shortfall for the first conference with one-time savings from the Expanded Diversity Initiative grant, other CFR funds, and small contributions from the partner organizations.

The Conference on Diversity in International Affairs has the potential to be a signature event that attracts considerable attention, draws more prominent speakers, builds broader networks, and focuses the policymaking and think-tank communities on the importance of hiring and mentoring members of underrepresented groups. With the injection of a modest amount of additional funds the conference can achieve that potential.

C. Measuring Success and Impact

Efforts to increase the number of people from underrepresented groups pursuing careers at foreign policy think tanks specifically, and in international relations more generally, will by definition yield demonstrable results only over decades. Nonetheless, CFR believes that evidence that the diversity initiative is likely to succeed can be found by monitoring several metrics over the term of the proposal, including the quality of the graduate students participating in the May program⁽²⁾; surveying graduate students after they complete the program to assess their judgments about the program's strengths and weaknesses and the merits of splitting time between Paris and Washington, DC, rather than basing the program in just one city⁽³⁾; the number and background of participants in the annual Conference on Diversity in International Affairs along with the quality and visibility of the conference speakers; and the success of building post-conference networks. The proposed additional activities would also be reviewed as a part of the broader external assessment that CFR will conduct of the overall program during year three, as outlined in the original Expanded Diversity Initiative grant proposal.

CFR would also continue to work with its various partners in the Expanded Diversity Initiative to track the initiative's longer term impact. HIA in particular has a long history of soliciting feedback from participants in its programs. HIA continues its assessments after the completion of the summer program, as HIA works to keep alumni of its programs involved in its post-program activities. Where necessary, CFR would refine and improve the Expanded Diversity Initiative based on the feedback it receives from its various reviews.

D. Long-Term Vision

CFR approaches its Expanded Diversity Initiative with great humility. Numerous factors explain the relative dearth of African Americans, Latinos, and other underrepresented minorities in American think tanks and in the U.S. foreign policy community more broadly. Many of these factors, especially those dealing with college and graduate school recruitment and training, lie beyond CFR's capacity to influence. Nonetheless, CFR believes that the Robina Foundation's support is making it possible to use CFR's unique strengths and experience to challenge the status quo and attract minority students in larger numbers to the foreign policy field. The partnerships that CFR seeks to develop and extend would create a unique opportunity to encourage and sustain the careers of minority students and mid-career professionals in international affairs, as well as strengthen the network of students and professionals working in the foreign policy arena. CFR is grateful for the Robina Foundation's strong interest in the diversity challenge as well as for encouraging and considering CFR's proposal for its Expanded Diversity Initiative.

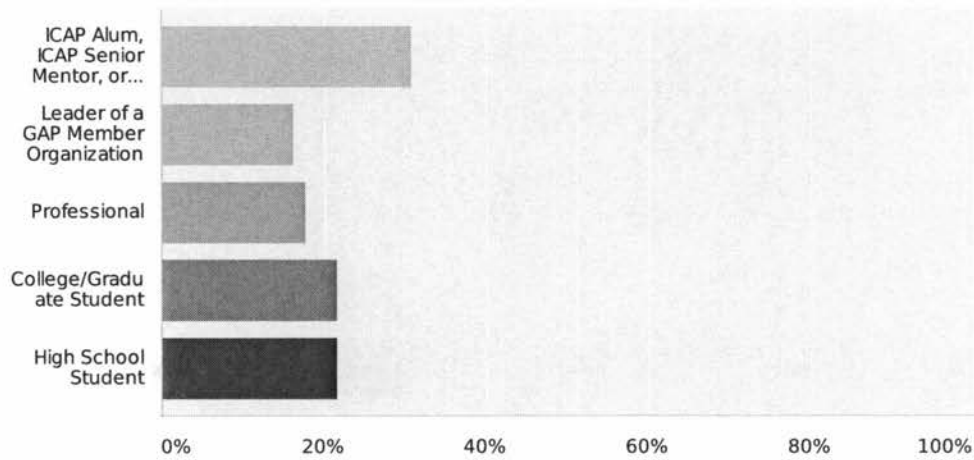
**CFR's Expanded Diversity Initiative in Foreign Policy:
Additional Activities**

		2014	2015	2016
	Total	Year 1	Year 2	Year 3
1. Partnership with Humanity in Action				
Program on Diversity and Diplomacy				
<i>Summer Program Workshop</i>				
Student participation in summer program (program stipend)	\$ 104,571	\$ 34,000	\$ 34,850	\$ 35,721
Travel for 17 American student participants to Washington, DC program (air, hotel, meals, transport)	175,695	57,125	\$ 58,553	\$ 60,017
Travel for 7 European student participants to Washington, DC program (air, hotel, meals, transport)	85,364	27,755	\$ 28,449	\$ 29,160
Travel for 17 American student participants to Paris program (air, hotel, meals, transport)	269,763	87,710	\$ 89,903	\$ 92,150
Travel for 7 European student participants to Paris program (air, hotel, meals, transport)	87,840	28,560	\$ 29,274	\$ 30,006
HIA staff travel to Washington, DC (air, hotel, meals, transport)	37,507	12,195	\$ 12,500	\$ 12,812
HIA staff travel to Paris program (air, hotel, meals, transport)	76,921	25,010	\$ 25,635	\$ 26,276
Catering, rental for Washington, DC, program	29,864	9,710	\$ 9,953	\$ 10,202
Catering, rental for Paris program	35,985	11,700	\$ 11,993	\$ 12,292
Miscellaneous cost (museum fees, additional taxis)	19,684	6,400	\$ 6,560	\$ 6,724
HIA program costs (supplies, print material, and books)	30,387	9,880	\$ 10,127	\$ 10,380
Total	953,582	310,045	\$ 317,796	\$ 325,741
<i>Outreach and Planning</i>				
Minority student outreach trips (10)	16,916	5,500	5,638	5,778
HIA staff outreach and planning trips - domestic (air, hotel, meals, transport)	26,487	8,612	8,827	9,048
HIA staff outreach and planning trips - international (air, hotel, meals, transport)	29,649	9,640	9,881	10,128
Recruitment in Europe	153,781	50,000	51,250	52,531
Total	226,833	73,752	75,596	77,486
<i>Program Management and Administration: Salaries, Benefits, Stipends, Administration</i>				
HIA administrative costs (salaries, stipends)	545,923	177,500	181,938	186,486
HIA administrative costs (insurance, legal, rent)	58,437	19,000	19,475	19,962
Total	604,360	196,500	201,413	206,448
TOTAL PARTNERSHIP WITH HUMANITY IN ACTION	1,784,776	580,297	594,804	609,675
2. Conference on Diversity in International Affairs (Partnership with the International Career Advancement Association and the Global Access Pipeline)				
Meals, catering, set-up expenses for workshop	153,781	50,000	51,250	52,531
TOTAL CONFERENCE	153,781	50,000	51,250	52,531
3. CFR Program Management				
<i>Program Management Salaries and Benefits</i>				
Diversity coordinator	409,058	133,000	136,325	139,733
Program budget (travel, meetings, networking)	30,756	10,000	10,250	10,506
TOTAL CFR PROGRAM MANAGEMENT	439,814	143,000	146,575	150,239
TOTAL DIRECT COSTS	2,378,372	773,297	792,629	812,445
Indirect Costs at 15% of Direct Costs (excluding Section 1: Partnership with Humanity in Action)	89,039	28,950	29,674	30,416
TOTAL PROJECT COST	\$ 2,467,411	\$ 802,247	\$ 822,303	\$ 842,861

3/4 of budget

**Q1 I attended the Conference on
Diversity in International Affairs as
a:**

Answered: 130 Skipped: 0



Answer Choices	Responses	
ICAP Alum, ICAP Senior Mentor, or ICAP Staff	30.77%	40
Leader of a GAP Member Organization	16.15%	21
Professional	17.69%	23
College/Graduate Student	21.54%	28
High School Student	21.54%	28
Total Respondents: 130		

Q2 How would you rate the conference overall?

Answered: 130 Skipped: 0



	Excellent	Good	Fair	Needs Great Improvement	Total	Average Rating
(no label)	61.54% 80	38.46% 50	0% 0	0% 0	130	1.38

#	We welcome your general comments about the conference.	Date
	There are no responses.	

Q3 What was the most useful aspect of the conference to you?

Answered: 130 Skipped: 0

#	Responses	Date
1	Career development sessions	5/28/2013 1:33 PM
2	Getting the opportunity to speak to both professionals and current grad students. The resources were also extremely helpful	5/28/2013 11:09 AM
3	I enjoyed the most the writing workshop.	5/25/2013 10:11 PM
4	Panels, Key speakers.	5/25/2013 4:33 PM
5	Workshops and networking events.	5/25/2013 2:04 PM
6	getting an opportunity to hear from other colleagues experiences - validates the challenges that i deal with and also provides ideas on how i may address those challenges	5/25/2013 12:37 PM
7	Networking reception	5/25/2013 7:30 AM
8	Networking	5/25/2013 4:58 AM
9	The networking was vital; however, the content of the sessions, especially the plenary ones was equally valuable for gaining the kind of insight we should be able to bring as a group of professionals in international affairs.	5/25/2013 12:48 AM
10	The different workshops were the most useful.	5/24/2013 6:06 PM
11	I loved having a Mentee. I have met with him already	5/24/2013 3:21 PM
12	Networking with the ICAPers.	5/24/2013 2:24 PM
13	The speed networking workshop because it gave me a chance to speak with 20+ people in one setting.	5/24/2013 1:37 PM
14	The guest speakers at the conference that told us about scholarships and internships programs.	5/24/2013 1:35 PM
15	Connecting with ICAP alumni	5/24/2013 1:20 PM
16	Getting to network with a ton of people from a variety of fields of work.	5/24/2013 12:37 PM
17	I only attended the Friday event and reception. The most useful part was feeling inspired to pursue my career at State. I also loved talking to the youth at the reception. I also liked the packet with everyone's names and bios. It will be great for networking purposes. Coming to this ICAP event has inspired me to apply next year.	5/24/2013 12:35 PM
18	The wide range in backgrounds of the participants	5/24/2013 11:58 AM
19	The opportunity for students to network with professionals was valuable.	5/24/2013 11:54 AM
20	I enjoyed the Friday reception specifically the time for networking. I also liked the panel on branding as it involved foreign policy professionals and professionals in unusual sectors such as marketing. I also really enjoyed the lunch speaker, the head of NASA. He was dynamic and provided a unique perspective to international affairs. We should continue to have speakers of his caliber.	5/24/2013 11:04 AM
21	Meeting other professionals in related fields.	5/24/2013 10:30 AM
22	The ability to network with people from many different places. It was even more helpful because these people came from many different programs and had many different experiences.	5/24/2013 10:29 AM
23	The networking opportunities were wonderful. Great information and good career mentoring.	5/24/2013 10:27 AM
24	I really found the fellowships and the negotiation sessions to be very useful.	5/24/2013 10:18 AM
25	the relationships formed and strengthened..	5/24/2013 10:17 AM
26	For me, it is very powerful and meaningful to have the young people come to Washington and begin to understand what these careers are about and how to target these careers. We can host up to 60 people at GMF. I wonder if there would be space for smaller groups to divide up and visit different institutions, and then exchange notes in a debrief on their return to the larger group?	5/24/2013 10:14 AM

CFR-GAP-ICAP

#	Responses	Date
27	Small group sessions with expert panelists	5/24/2013 10:12 AM
28	Meeting my mentor and talking to him about the different possibilities there are out there for me. And also seeing that there are different organizations that give students the same opportunities that I am given	5/24/2013 7:31 AM
29	The part in the program that allows people to ask questions and to present.	5/24/2013 1:33 AM
30	the networking skills I gained and the connection with so many other people who can be very useful in the future.	5/23/2013 9:22 PM
31	Networking, sharing info with students	5/23/2013 10:20 AM
32	Seeing the ICAP alumni and meeting some of the speakers.	5/22/2013 10:39 PM
33	Opening plenary and reception - great networking event and formal program. But formal program went on for too long, and CFR kicked us out, so there was not enough time for networking.	5/22/2013 10:15 PM
34	Connecting with other alum	5/22/2013 9:37 PM
35	Being able to interact with many different people from different backgrounds.	5/22/2013 7:16 AM
36	I found the break-out sessions to be extremely helpful. Also, the mentorship pairings were especially useful.	5/22/2013 5:35 AM
37	I like how they are very communicative, and giving you their business card so you can reach out to them.	5/22/2013 12:41 AM
38	The panels and discussions with experts	5/21/2013 11:58 PM
39	As always, the informal exchange among people.	5/21/2013 11:38 PM
40	Something that was most useful was how everyone there gave each other advice about what they should do and how they are able to improve in their future	5/21/2013 9:18 PM
41	The workshop about how to make myself more appealing to big companies	5/21/2013 7:27 PM
42	The most useful aspect of the conference were the plenary presentations.	5/21/2013 3:15 PM
43	The opportunity to see ICAPers I hadn't seen for awhile.	5/21/2013 11:23 AM
44	connecting with other ICAPers	5/21/2013 10:44 AM
45	Ability to reconnect with old colleagues and also to interact with younger, enthusiastic students.	5/21/2013 10:16 AM
46	Networking with fellows. Panel discussions	5/21/2013 10:03 AM
47	Meeting so many young people interested in foreign affairs.	5/21/2013 8:46 AM
48	I was really impressed with some of the comments and aspirations of the youth.	5/20/2013 11:59 PM
49	The opportunity to engage in a mix of policy and career development discussions and to do a mix of networking and mentoring all in one venue.	5/20/2013 10:26 PM
50	I only attended the conference and found it very useful. Good way to catch up and interact with the younger crowd.	5/20/2013 10:20 PM
51	The most useful aspect was the writing workshops on how to develop a proper essay.	5/20/2013 8:26 PM
52	Catching up with ICAP alums, and meeting the young people who are potential ICAPers - the counselees I met with were terrific.	5/20/2013 8:49 AM
53	Sessions that had perspectives from both the private and public sectors.	5/19/2013 8:31 PM
54	Speed networking with government officials and independent non-profit organization directors	5/19/2013 5:09 PM
55	Branding yourself seminar	5/19/2013 2:12 PM
56	Panel discussions	5/18/2013 9:06 PM
57	Personally, the one-on-one career session was the most useful for me.	5/18/2013 1:41 PM
58	Breakout workshops and hands on activities. I participated in the negotiations workshop and absolutely loved it!	5/18/2013 12:29 AM

CFR-GAP-ICAP

#	Responses	Date
59	The opportunity to meet and talk with other interesting, informative, and experienced people. Their stories and advice were not only interesting and informative, but provided new perspectives, possibilities, and insight.	5/17/2013 1:26 AM
50	Peer mentoring	5/16/2013 10:51 PM
61	Participants from outside the beltway.	5/16/2013 10:09 PM
62	I believe the most useful aspect was the social time we had in between workshops; I used this time to network and make connections with people who can potentially help me "get my foot into the door" for a career in international affairs.	5/16/2013 9:24 PM
63	Hearing and meeting such a variety of people working in international affairs in a diversity of fields.	5/16/2013 8:43 PM
64	Learning about the different scholarship/fellowship programs.	5/16/2013 6:45 PM
65	Networking	5/16/2013 4:36 PM
66	Break out sessions on negotiation and talk on federal budget and hill.	5/16/2013 4:29 PM
67	Meeting professionals	5/16/2013 3:29 PM
68	The panel on making yourself marketable for international careers, very diverse panelists (think tank, world bank, private sector, nonprofit sector) with different kinds of stories about how they got into this work.	5/16/2013 3:04 PM
69	Ability to network.	5/16/2013 2:32 PM
70	Speaker panels and interactive sessions.	5/16/2013 2:01 PM
71	Hearing professionals speak about their career and work.	5/16/2013 12:59 PM
72	I found the Negotiation Skills workshop and the Professional Writing Skills workshop most useful.	5/16/2013 12:57 PM
73	I was not aware of all the opportunities available.	5/16/2013 12:25 PM
74	The last breakout session.. I believe it was on getting things done in DC. Probably the best presentation I've attended at any conference or event I've gone to in the past. It was engaging and entertaining, yet insightful and informative. The panelists were great and very accessible after the presentation to answer questions or to engage in more in-depth conversations.	5/16/2013 12:14 PM
75	Reconnecting with other ICAP alums on subject matters, work matters, and as friends.	5/16/2013 12:06 PM
76	I appreciated getting a sense of what other youth-serving organizations were doing around the country.	5/16/2013 11:56 AM
77	The career counseling and i enjoyed the workshops. I received a lot of useful information throughout the day. I was truly inspired by several presenters - so thank you.	5/16/2013 11:49 AM
78	The panel on U.S. Education and American Competitiveness was by far the best I've seen in a long time.	5/16/2013 11:42 AM
79	Mentoring and Plenary Sessions!	5/16/2013 11:36 AM
80	Connecting with the GAP and ICAP network.	5/16/2013 11:35 AM
81	Seeing old friends again!	5/16/2013 11:34 AM
82	Certainly the panels where they gave career advice and the resume-building sessions.	5/16/2013 11:24 AM
83	Learning about GAP and ICAP and meeting professionals in the field.	5/14/2013 9:00 PM
84	The opportunity to refresh knowledge on eminent international matters such as issues related to demography and space exploration.	5/14/2013 5:35 PM
85	The networking was the most useful aspect of the conference for me.	5/14/2013 4:33 PM
86	Catching-up with ICAP friends.	5/14/2013 2:55 PM
87	ICAP reunion always gives me an opportunity to reach out and catch up	5/14/2013 2:01 PM
88	Re-connecting with ICAP colleagues and meeting some new folks.	5/14/2013 1:26 PM
89	The information in the sessions	5/14/2013 1:23 PM
90	The interaction with students.	5/14/2013 10:49 AM

CFR-GAP-ICAP

#	Responses	Date
91	The high quality and accessible networking.	5/13/2013 7:25 PM
92	networking!	5/13/2013 2:43 PM
93	Many of the speakers emphasized the importance of being open. Don't be too set on something because you never know what may happen.	5/13/2013 2:36 PM
94	The session on professional writing.	5/13/2013 1:34 PM
95	Networking reception, panels, all of it!	5/13/2013 12:54 PM
96	N/A	5/13/2013 11:19 AM
97	The advice from the ICAP mentors and panel discussions.	5/13/2013 11:08 AM
98	Networking opportunity.	5/13/2013 10:40 AM
99	The chance to network and meet others in the field.	5/13/2013 10:28 AM
100	Networking.	5/13/2013 9:57 AM
101	The sessions--specifically the Q&A portions.	5/13/2013 9:43 AM
102	the opportunity to interact with a broad group of people from students to professionals in a short period of time	5/13/2013 9:39 AM
103	the professional development sessions and general networking	5/13/2013 9:38 AM
104	networking with other professionals in DC	5/13/2013 9:34 AM
105	Listening to professionals in the workshops and hearing their experiences and advice.	5/13/2013 12:32 AM
106	The diplomacy and negotiation exercise.	5/12/2013 10:06 PM
107	Hearing the stories of people who have jobs related to foreign relations	5/12/2013 9:31 PM
108	networking	5/12/2013 6:47 PM
109	Session on scholarship opportunities for study abroad.	5/11/2013 8:18 PM
110	Social Networking!	5/11/2013 7:14 PM
111	The most useful aspect of the conference was the reception where we were allowed to network. It was a very good set-up as we were able to chat while getting morsels of sustenance and there wasn't a backlog of hungry people. I liked the large open space that allowed people to get through easily, but also crowd slightly because it allowed fellow networkers the excuse to speak to each other which is really beneficial for the high school students since we do not have as much experience starting conversations. I enjoyed the reception greatly because it was a time where we could communicate with others and as a high school student, I was able to learn a great amount by simply talking to people and getting the feel of the conference as well as the people I would be learning beside. Thank you for the amazing reception to prepare us for the actual conference.	5/11/2013 1:00 PM
112	Ian Solomon's panel on How to Get Things Done in Washington + the career counselling session with Maria Pinto Carland.	5/11/2013 10:56 AM
113	All the different professionals available for students to talk to.	5/11/2013 1:02 AM
114	Hearing frank thoughts about race and diversity from senior members in international affairs. and the networking.	5/10/2013 8:57 PM
115	Getting to meet people and create great bonds	5/10/2013 8:31 PM
116	I liked the activities on the second day. I was able to relate more easily to the panelists in a more intimate setting.	5/10/2013 8:27 PM
117	Variety of topics and the choices were ours to make.	5/10/2013 7:30 PM
118	The opportunity to network and the mentor I gained	5/10/2013 7:23 PM
119	The content in the workshops was relevant and the conversations challenging. I was so inspired by the accomplishments of the presenters and their candid conversations on diversity issues in their personal careers.	5/10/2013 5:27 PM
120	The professional works information about their work and also the information available in the field of international affairs. The information on scholarships was helpful also.	5/10/2013 4:58 PM

CFR-GAP-ICAP

#	Responses	Date
121	Hearing from alum who value the tools and network from their years in ICAP.	5/10/2013 4:43 PM
122	Networking	5/10/2013 4:24 PM
123	Networking, catching up with other ICAP alums.	5/10/2013 3:49 PM
124	Networking	5/10/2013 3:24 PM
125	My Mentor	5/10/2013 3:21 PM
126	Bringing all these organizations into the same space and exposing students of a wide ranges of ages to the ideas, organizations, and opportunities that were discussed. I also LOVED the mentoring match-up idea and am in touch with my mentee via email now.	5/10/2013 3:17 PM
127	Networking with like-minded professionals.	5/10/2013 3:16 PM
128	The linkages between different levels of the pipeline.	5/10/2013 3:11 PM
129	The relatively small size of the conference enabled me to meet and speak with quite a number of fellow attendees (professionals and students), which was quite valuable. I'm glad there were so many opportunities for networking available. The workshops were excellent and practical.	5/10/2013 3:10 PM
130	The networking time was invaluable. It would have been nice to have more of it at the end of the Saturday program to wrap up the conversations I'd been having in between sessions.	5/10/2013 3:04 PM

Q4 What suggestions do you have about the conference for our future planning?

Answered: 130 Skipped: 0

#	Responses	Date
1	Name tag identifiers (colored dots?) for panelists, participants in different industries or fields.	5/28/2013 1:33 PM
2	I wouldve loved if we couldve heard a chat about current global issues	5/28/2013 11:09 AM
3	I thought it was perfect, maybe extend it a little more.	5/25/2013 10:11 PM
4	I think there should be more food and more things that would attract young people.	5/25/2013 4:33 PM
5	None that I can think of now.	5/25/2013 2:04 PM
6	forming small peer groups that would touch base regularly on issues that we each commit to address as result of the conference discussion	5/25/2013 12:37 PM
7	Establish a second opportunity for networking	5/25/2013 7:30 AM
8	All Was Great!	5/25/2013 4:58 AM
9	Perhaps, building on this past year we do less of the smaller sessions but and add 2 or 3 output-oriented sessions (e.g. developing preliminary position or platform that the group can take as a year-long agenda to report on next year.) - moderated by leading voices in groups of 15 or so max, limited registration.	5/25/2013 12:48 AM
10	There should be some form of icebreakers.	5/24/2013 6:06 PM
11	I would recommend also seeing if ICAPer's would like to have a mentor.	5/24/2013 3:21 PM
12	Be sure to have gender balance on the panels. Keep the kids, but make it clear that if a panel is n't for the high-schoolers, they need to stick to speaking to the professional audience, otherwise, it's just a boring waste of time.	5/24/2013 2:24 PM
13	I never found my mentor so organizing that section would be helpful.	5/24/2013 1:37 PM
14	I think there should be more one on one interactions with the scholarship program directors/representatives.	5/24/2013 1:35 PM
15	See comment below.	5/24/2013 1:20 PM
16	Allow more time for students to converse and get to know their mentors.	5/24/2013 12:37 PM
17	I would suggest having a session specifically geared towards perspective ICAPers. I would have liked to hear more about Aspen and what you learn there and the application process.	5/24/2013 12:35 PM
18	N/A	5/24/2013 11:58 AM
19	Expanded capacity to include more students, but still maintain the intimate nature of the event.	5/24/2013 11:54 AM
20	If we continue to invite a range of people to the conference then there should be time within the conference that is solely for ICAP alumna.	5/24/2013 11:04 AM
21	Everything was perfect! Excellent job!	5/24/2013 10:30 AM
22	I thought that the conference went well, but it could have a little more time or maybe organize a way in which the different programs are introduced so that people can network more efficiently.	5/24/2013 10:29 AM
23	Maybe a bit more explaining as to what ICAP is and how to get involved.	5/24/2013 10:27 AM
24	Perhaps better tracking of time since both of my sessions let out late and our groups did not have very much time to either eat lunch or comfortably get to our next session.	5/24/2013 10:18 AM
25	This conference worked well because of the incredible staffing of CFR. If we are going to do this again, we need to make sure that we have adequate staffing and logistical support.	5/24/2013 10:17 AM
26	I think the roster of mentors should be widened and that a mentor's and mentee's handbook should be produced so that people take both roles seriously and are clear about how to engage.	5/24/2013 10:14 AM

CFR-GAP-ICAP

#	Responses	Date
27	Need more advertising.	5/24/2013 10:12 AM
28	I felt like the sessions were to long and some people may have gotten tired so they should be shorten a bit but over all it was good.	5/24/2013 7:31 AM
29	To make the conference a bit longer	5/24/2013 1:33 AM
30	None it was very well planned out and helpful to the development of a student like myself, it helps to build character.	5/23/2013 9:22 PM
31	Nothing specific	5/23/2013 10:20 AM
32	I believe that the ICAP portion should be separated from the rest of the GAP conference.	5/22/2013 10:39 PM
33	Clearly tracked panels, find a better way to make sure mentors and mentees can find each other, instead of searching through hundreds of people, shorter formal program and more time to network Friday, 3rd set of sessions Sat was overkill.	5/22/2013 10:15 PM
34	Great job and good idea to partner with CFR	5/22/2013 9:37 PM
35	hopefully there would be more youth speakers able to talk about their experiences that they was able to take a vantage of from a prior conference.	5/22/2013 7:16 AM
36	More information targeted towards graduate students who are moving beyond internships and are looking for entry-level jobs in public service.	5/22/2013 5:35 AM
37	I would of liked a "mentor section" because I tried to find my mentor, and it was very hard.	5/22/2013 12:41 AM
38	Maybe provide 'tracks' that are more geared towards the youth in attendance, and a more formal way to connect mentors and mentees.	5/21/2013 11:58 PM
39	A panel lecture on a Friday night after work is a bit heavy. When ICAP alums are the speakers, please identify them as so. This was a missed opportunity to show that ICAPers are experts and that we no longer should look outside the network for desired speakers.	5/21/2013 11:38 PM
40	There should be more high school students	5/21/2013 9:18 PM
41	Maybe help us find out mentors/mentorees. It was a little awkward and I didn't find mine until the second day; the last day he was going to be there.	5/21/2013 7:27 PM
42	None	5/21/2013 3:15 PM
43	I would make this only a high school conference or only an ICAP and GAP conference. I wouldn't blend all three together.	5/21/2013 11:23 AM
44	Consider the goal of ICAP and the goal of GAP, are they one in the same? Leave more time for questions and interaction with panelists. Panelists did not really talk about diversity and what, if anything, made it different for them to progress in their careers due to their ethnic/racial/gender/cultural background.	5/21/2013 10:44 AM
45	No suggestions at this point	5/21/2013 10:16 AM
46	Less focus on high school students. Focus more on professional development for working professionals.	5/21/2013 10:03 AM
47	I like the collaboration but think we should have at least one session and one event for just ICAPers.	5/21/2013 8:46 AM
48	I have been out of the country for several years. Reconnecting with ICAP Alumni and having something specific for ICAP Alum would be an important incorporation in the future.	5/20/2013 11:59 PM
49	There should be a closing session that brings the group back together. I would recommend a higher-level keynote. I would also recommend some workshops focused on professionals and how they can advance their careers.	5/20/2013 10:26 PM
50	N/A	5/20/2013 10:20 PM
51	More options for the food, but otherwise a good conference.	5/20/2013 8:26 PM
52	Create a time between sessions when students could identify their mentors and spend a little time with them. Arrange a time period/reception focused on allowing students time to identify and talk to senior participants.	5/20/2013 8:49 AM
53	Including the contact information either emails/phone for each person who presented.	5/19/2013 8:31 PM
54	N/A	5/19/2013 5:09 PM

CFR-GAP-ICAP

#	Responses	Date
55	Too much focus on undergraduates and high school students	5/19/2013 2:12 PM
56	Broaden the panel discussions across industries and get more private sector participants.	5/18/2013 9:06 PM
57	We had one student who was very interested in learning more about international animal rights issues. It would be ideal to cover non-conventional areas as such.	5/18/2013 1:41 PM
58	N/a	5/18/2013 12:29 AM
59	It would be great if we could lengthen the workshop periods, even if only slightly.	5/17/2013 1:26 AM
60	None	5/16/2013 10:51 PM
61	Add a strictly only ICAP component.	5/16/2013 10:09 PM
62	Nothing really, everything went smoothly and the conference was incredible for me. And I thought the organization of it was amazing especially because it was a "first-ever". Great job, Ms. McClure and team!	5/16/2013 9:24 PM
63	A longer program, and a closing event. It was a new experience for many of the younger students and more time and more directed time would have been nice.	5/16/2013 8:43 PM
64	Since the conference has such a broad cross section of individuals, perhaps there can be more sessions running concurrently geared to the different segments. Then, there can be sessions such as those with a guest speaker and a theme/trend report, that can have everyone come together again. For example, have a fellowships and scholarships sessions geared toward HS students, versus Entry level/Mid level professionals. Additionally, have panelists balance talking about their own experiences, with concrete advice/steps to take actions. I reference the session on bridging the gaps between the public and private sectors session here. While the panelists were engaged and candid about their experiences, the content itself from the session was thin, and I felt I missed directives/recommendations on taking further in my own career.	5/16/2013 6:45 PM
65	It'd be nice if more diverse leaders could come in the future.	5/16/2013 4:36 PM
66	Get talk agendas out early when ppl sign up	5/16/2013 4:29 PM
67	I was not able to find my mentor. I wish there had been better coordination of that aspect of the conference. I would suggest having a 10-15 min meet and greet in a room for the mentors and mentees.	5/16/2013 3:29 PM
68	I think there should be a speed networking event for new professionals-- I am recently out of college and am looking to meet other young professionals, 1-5 years into their work after college.	5/16/2013 3:04 PM
69	Allow more opportunity to relax and network at Friday's reception. Allow for Speed Networking on Friday then the reception.	5/16/2013 2:32 PM
70	More small group interactive sessions with speakers.	5/16/2013 2:01 PM
71	Perhaps take into greater account audiences and matching them to workshops. The second conference was specifically for high school students and nothing in it applied to those beyond the HS level.	5/16/2013 12:59 PM
72	The conference was well thought out and coordinated.	5/16/2013 12:57 PM
73	Make it a little bit longer to be able to participate in more of the events	5/16/2013 12:25 PM
74	I was really looking forward to meeting my mentor, but never found her. Perhaps next year, mentor/mentee names can be written on our name tags or on our welcome material. After the conference, I thought I might send her a quick e-mail to chat over coffee, since we didn't have a chance to meet during the event.. perhaps, providing contact information next year for mentors/mentees would be helpful to encourage attendees to stay in touch with one another after the conference. I felt like once the event concluded, so did the opportunity to stay connected to ICAPers and other professionals.	5/16/2013 12:14 PM
75	It was great to have the reception co-mingled with non-ICAP alumni - espeically with youth. The conference workshops became targeted towards the youth present and was not as useful for mid-career professionals.	5/16/2013 12:06 PM
76	We could expand the program for the youth to include activities solely for them (ex. DC students could give tours to out-of-town youth; a meal just for youth to give them the opportunity to be challenged by each other and hear what the other groups are doing)	5/16/2013 11:56 AM
77	I would say a diverse panel for each workshop. Representation of Latinos and Latinas is important, especially for such a diverse audience.	5/16/2013 11:49 AM

CFR-GAP-ICAP

#	Responses	Date
78	I suggest you include more youth as panelists.	5/16/2013 11:42 AM
79	Nothing - except do it again!	5/16/2013 11:36 AM
80	I would have liked to see and participate in small group, open discussion sections, in addition to panels.	5/16/2013 11:35 AM
81	Need to have a topic on international finance and investments.	5/16/2013 11:34 AM
82	More Friday sessions	5/16/2013 11:24 AM
83	- Separate participants by background (e.g., high school and professionals) and offer one (or more) specific sessions catered to that group or consider doing separate 1/2 day sessions for each - Set Conference / session goals or explain rationale/take-aways for participants - Ensure that professional mentors have an interest in mentoring graduate school mentees (mine was not) - Overall, great job this year!	5/14/2013 9:00 PM
84	Include a topic dedicated to Africa on one of the following subjects: development, democracy, human rights or good governance,	5/14/2013 5:35 PM
85	In the future, I would welcome more opportunities to network.	5/14/2013 4:33 PM
86	It's great that the conference was geared toward younger students, but I wish I'd know that before hand, as the experience wasn't particularly relevant for me.	5/14/2013 2:55 PM
87	I don't have any suggestions at this time	5/14/2013 2:01 PM
88	It should be clearly noted in the program descriptions what target group the workshop is planned for.	5/14/2013 1:26 PM
89	It was difficult to deal with overlapping sessions. I suggest standardizing the time and adjusting the content to match the sessions. I refer specifically to the sessions that ran into lunch.	5/14/2013 1:23 PM
90	We need to include preparatory workshops for the students on how to take advantage of the conference. Some students were more prepared than others. We need to ensure that all students enter with a clear understanding of the objectives and goals.	5/14/2013 10:49 AM
91	There should have been a closing event on Day 2	5/13/2013 7:25 PM
92	Add a couple sessions/events by affinity group, e.g. HS students.	5/13/2013 2:43 PM
93	This was my first time attending this, and I must admit that it was frightening especially because I'm not sure what I want to do when I'm older, but I liked how it was set up.	5/13/2013 2:36 PM
94	None.	5/13/2013 1:34 PM
95	This is more a comment for participating high school groups than a comment for the organizers, but HS groups could have done more to meet up before the conference to have the students get to know each other, have briefings together to prepare for the conference, and even explore the city together.	5/13/2013 12:54 PM
96	N/A	5/13/2013 11:19 AM
97	I suggest the conference be two separate events for GAP and ICAP. The reception was a good way to mix in the crowds, but on day two, it would have been more helpful to have more focused discussions for ICAP and for GAP.	5/13/2013 11:08 AM
98	Propose a more senior, prestigious keynote speaker for the reception.	5/13/2013 10:40 AM
99	It was difficult to choose sessions because sometimes it was unclear which ones were for students versus professionals. It would have been nice to have a detailed description of each session, along with a note of who it would be most beneficial for.	5/13/2013 10:28 AM
100	Nametags that show a person's affiliation.	5/13/2013 9:57 AM
101	Put together a list or paper on various organizations that often look for volunteers. It could be a great way to help students get started in searching for ways to be involved with the community, immerse themselves in their career field, and begin to make powerful networks over their years of involvement.	5/13/2013 9:43 AM
102	To hold it again; it was very useful. To have more information from employers on the employer table.	5/13/2013 9:39 AM
103	perhaps making it a bit longer so that we can offer the sessions on int'l affairs topics separate from the sessions on professional development so people get to enjoy both aspects of the conference fully.	5/13/2013 9:38 AM
104	more detailed career planning advice	5/13/2013 9:34 AM
105	N/A	5/13/2013 12:32 AM

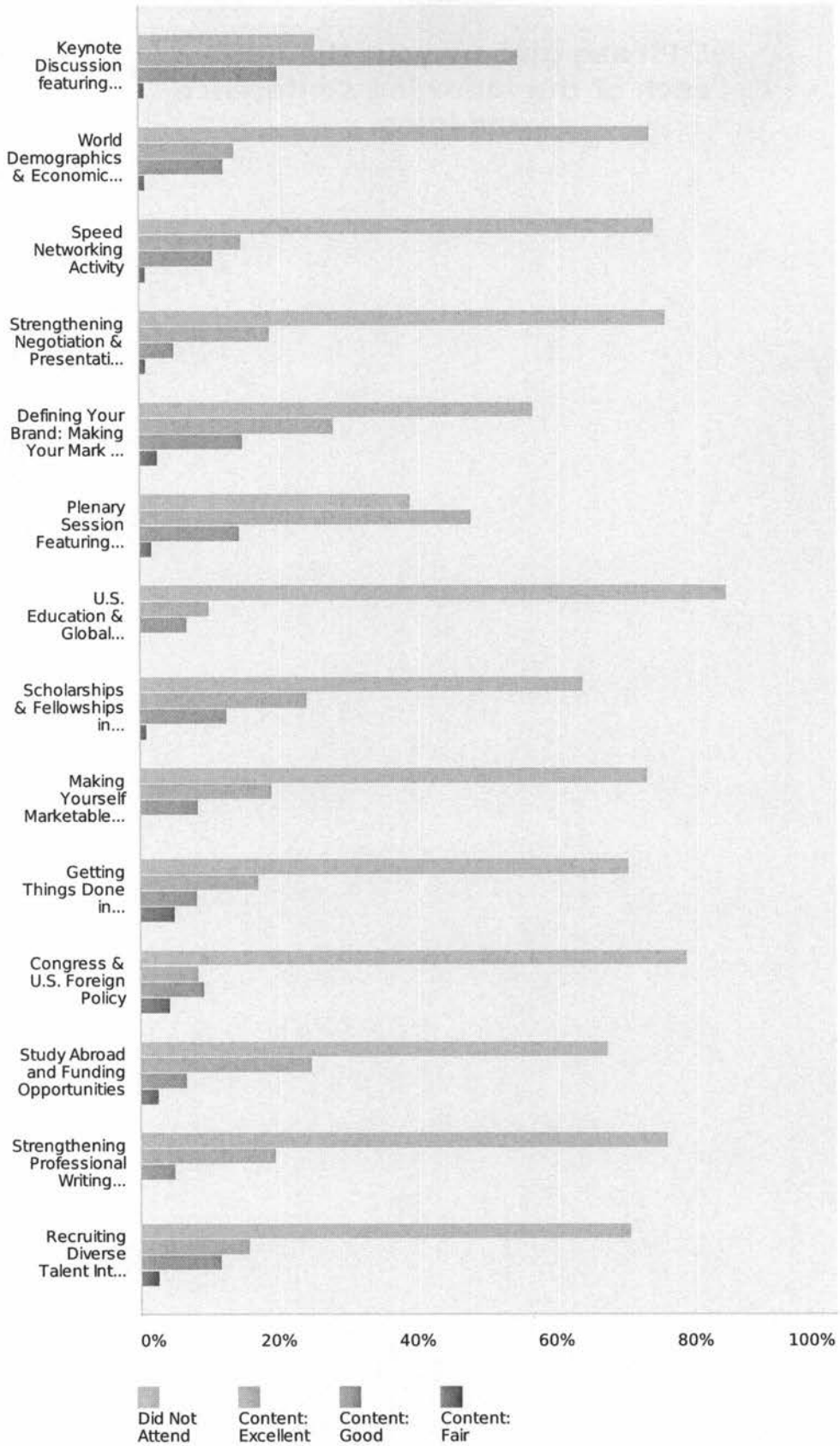
CFR-GAP-ICAP

#	Responses	Date
106	Although I think it was a good idea to invite the young professionals, there needs to be more distinction between activities planned for young professionals and mid-career professionals. Some of the panelists seemed to be primarily concerned with addressing young professionals, which distracted, to a certain extent, from the focus of the mid-year reunion.	5/12/2013 10:06 PM
107	make it a little longer? it was really fun.	5/12/2013 9:31 PM
108	Infusing the dynamic with high schoolers is great. At times, though, the reception skewed to them more than other demographics.	5/12/2013 6:47 PM
109	Addressing activism and complications in study abroad versus national activism.	5/11/2013 8:18 PM
110	I think there should be more time for question at the end for the youth.	5/11/2013 7:14 PM
111	I think the idea of fun should be incorporated a bit since professionals are always so rigid and up there. Having a fun conference lets people bond more.	5/11/2013 1:00 PM
112	No suggestions for improvement.	5/11/2013 10:56 AM
113	Longer breaks would provide better opportunities to network and would make it a bit less tiring overall.	5/11/2013 1:02 AM
114	Might want to have some panels specifically for GAP and some for the older generation...the overlap was nice but sometimes it was too basic for me. Also send out information on who will be on which panels so that we can better accurately decide on what to attend.	5/10/2013 8:57 PM
115	Just for it to be longer	5/10/2013 8:31 PM
116	I was not able to find my "mentor" at all, so I would recommend a better system for pairing students with "mentors." Perhaps an email prior to the conference would be helpful.	5/10/2013 8:27 PM
117	For it to last 3 days and sort of a recap or closing reception so everyone may have a final chance to reconnect.	5/10/2013 7:30 PM
118	Lengthen sessions	5/10/2013 7:23 PM
119	Next time having the content sooner will help us to entice students who are interested in international careers. More time for small group collaboration during the workshops would be great. I learned so much from the speakers but would have loved some facilitated talk time with the other professionals in attendance on issues relevant to our field.	5/10/2013 5:27 PM
120	None! It was great!	5/10/2013 4:58 PM
121	I only attended the reception and it was a great networking opportunity. I only wish it was not on a Friday night.	5/10/2013 4:43 PM
122	Have dinner food at the reception instead of appetizers. The reception was in the evening around dinner time and people didn't have time to get food in between work/class and the reception. It was disappointing to have to network hungry.	5/10/2013 4:24 PM
123	More time for informal networking.	5/10/2013 3:49 PM
124	give out goodies AT registration (bags) rather than radomly placing at a table for all to grab as many as they wished. order LESS food or have MORE people - there seemed to be lots of leftovers.	5/10/2013 3:24 PM
125	To have more interactive workshops, instead of one's you just sit through.	5/10/2013 3:21 PM
126	I work at the School of International Service at AU and would love to be involved in future planning. Rebeccad@american.edu. We would also be happy to talk about utilizing space at AU depending on availability for the dates.	5/10/2013 3:17 PM
127	Nothing. I thought it all worked well.	5/10/2013 3:16 PM
128	Eliminate the second panel on Saturday afternoon and substitute an hour concluding reception.	5/10/2013 3:11 PM
129	Please list institutional affiliation with name on name tags so that it is easier to identify whether participants are students or professionals. I think that would enable students to identify individuals who work in places/fields that excited them and for professionals to identify students as such.	5/10/2013 3:10 PM
130	As a speaker the high chairs were slightly awkward. It would have been nice to have had someplace to set notes or my water bottle.	5/10/2013 3:04 PM

Q5 Please give us your thoughts on each of the following conference modules.

Answered: 130 Skipped: 0

CFR-GAP-ICAP



Did Not Attend	Content: Excellent	Content: Good	Content: Fair	Total Respondents
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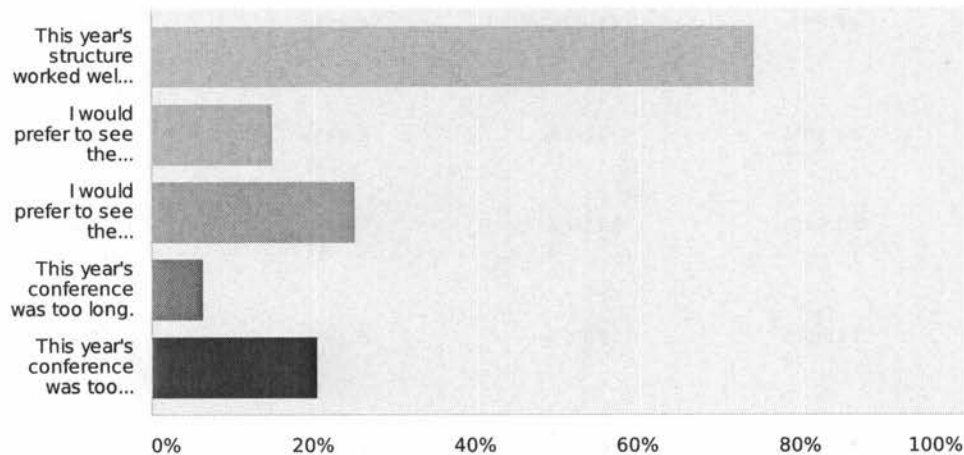
CFR-GAP-ICAP

Keynote Discussion featuring Ambassador Carmen Lomellin	25.38% 33	54.62% 71	20% 26	0.77% 1	130
World Demographics & Economic Challenges	73.39% 91	13.71% 17	12.10% 15	0.81% 1	124
Speed Networking Activity	73.98% 91	14.63% 18	10.57% 13	0.81% 1	123
Strengthening Negotiation & Presentation Skills	75.61% 93	18.70% 23	4.88% 6	0.81% 1	123
Defining Your Brand: Making Your Mark in International Careers	56.56% 69	27.87% 34	14.75% 18	2.46% 3	122
Plenary Session Featuring NASA Administrator Charles Bolden	38.89% 49	47.62% 60	14.29% 18	1.59% 2	126
U.S. Education & Global Competitiveness	84.30% 102	9.92% 12	6.61% 8	0% 0	121
Scholarships & Fellowships in International Affairs	63.64% 77	23.97% 29	12.40% 15	0.83% 1	121
Making Yourself Marketable for International Careers	72.95% 89	18.85% 23	8.20% 10	0% 0	122
Getting Things Done in Washington: Public-Private Perspectives	70.16% 87	16.94% 21	8.06% 10	4.84% 6	124
Congress & U.S. Foreign Policy	78.51% 95	8.26% 10	9.09% 11	4.13% 5	121
Study Abroad and Funding Opportunities	67.21% 82	24.59% 30	6.56% 8	2.46% 3	122
Strengthening Professional Writing Skills	75.81% 94	19.35% 24	4.84% 6	0% 0	124
Recruiting Diverse Talent Into International Careers	70.49% 86	15.57% 19	11.48% 14	2.46% 3	122

#	We appreciate your comments on what could have been improved during any of the above sessions. Be sure to specify which session you are commenting on.	Date
	There are no responses.	

Q6 This year's conference included a Friday reception and a full day of Saturday sessions. Most sessions were held on a Saturday so that attendees would not have to miss school or work. One drawback to this approach was that a number of desired speakers were unavailable/unwilling to participate during the weekend. To help our future planning, please let us know your thoughts on the conference structure (check all that apply):

Answered: 128 Skipped: 2

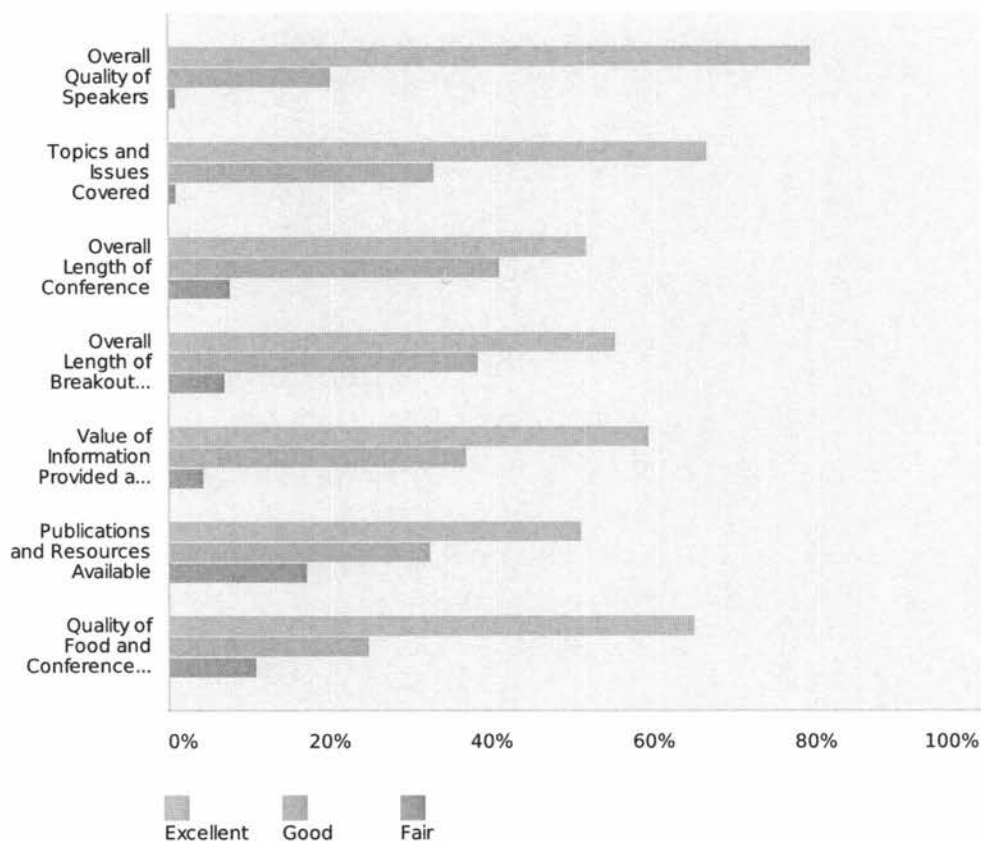


Answer Choices	Responses	
This year's structure worked well for me.	74.22%	95
I would prefer to see the substantive sessions take place during the week.	14.84%	19
I would prefer to see the substantive sessions continue to happen on a Saturday.	25%	32
This year's conference was too long.	6.25%	8
This year's conference was too short.	20.31%	26
Total Respondents: 128		

#	We welcome your comments on the conference structure.	Date
	There are no responses.	

Q7 Please rate each of the following aspects of the conference.

Answered: 125 Skipped: 5



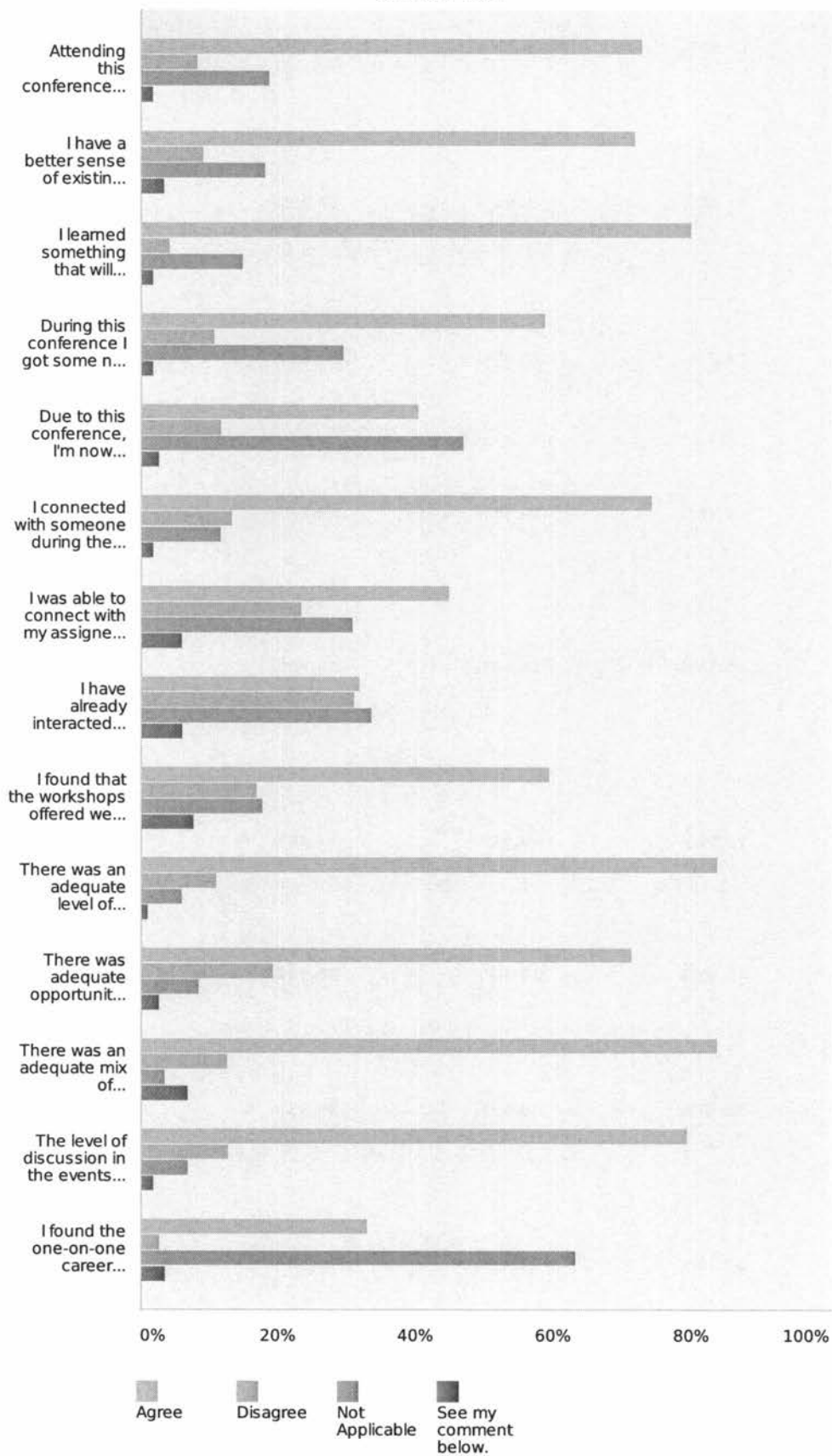
	Excellent	Good	Fair	Total
Overall Quality of Speakers	79.20% 99	20% 25	0.80% 1	125
Topics and Issues Covered	66.39% 81	32.79% 40	0.82% 1	122
Overall Length of Conference	51.67% 62	40.83% 49	7.50% 9	120
Overall Length of Breakout Sessions	55.08% 65	38.14% 45	6.78% 8	118
Value of Information Provided and Analysis Offered by Speakers	59.17% 71	36.67% 44	4.17% 5	120
Publications and Resources Available	50.85% 60	32.20% 38	16.95% 20	118
Quality of Food and Conference Site	64.75% 79	24.59% 30	10.66% 13	122

#	Additional comments welcome.	Date
	There are no responses.	

Q8 Please indicate whether you agree or disagree with the following statements (you may check multiple boxes):

Answered: 126 Skipped: 4

CFR-GAP-ICAP



Agree

Disagree

Not Applicable

See my comment below.

Total Respondents

Attending this conference gave me a better sense of international career options that exist.	72.58% 90	8.06% 10	18.55% 23	1.61% 2	124
I have a better sense of existing resources to enhance/pursue a career/studies in international affairs.	71.54% 88	8.94% 11	17.89% 22	3.25% 4	123
I learned something that will enhance my effectiveness as a professional in international affairs.	79.67% 98	4.07% 5	14.63% 18	1.63% 2	123
During this conference I got some new ideas for addressing diversity recruitment/issues in my field.	58.54% 72	10.57% 13	29.27% 36	1.63% 2	123
Due to this conference, I'm now considering an international career or adding an international angle to my work.	40.16% 49	11.48% 14	46.72% 57	2.46% 3	122
I connected with someone during the conference who offered me career advice that I plan to use.	73.98% 91	13.01% 16	11.38% 14	1.63% 2	123
I was able to connect with my assigned mentor/mentee during the conference.	44.63% 54	23.14% 28	30.58% 37	5.79% 7	121
I have already interacted with my mentor/mentee since the conference ended.	31.67% 38	30.83% 37	33.33% 40	5.83% 7	120
I found that the workshops offered were relevant to my current stage in my career and/or my studies.	59.17% 71	16.67% 20	17.50% 21	7.50% 9	120
There was an adequate level of diversity among the speakers and panelists.	83.47% 101	10.74% 13	5.79% 7	0.83% 1	121

CFR-GAP-ICAP

There was adequate opportunity to discuss the challenges of diversity in international careers.	71.07% 86	19.01% 23	8.26% 10	2.48% 3	121
There was an adequate mix of professionals and students in attendance.	83.47% 101	12.40% 15	3.31% 4	6.61% 8	121
The level of discussion in the events I attended was engaging for both students and professionals.	79.17% 95	12.50% 15	6.67% 8	1.67% 2	120
I found the one-on-one career session useful.	32.77% 39	2.52% 3	63.03% 75	3.36% 4	119

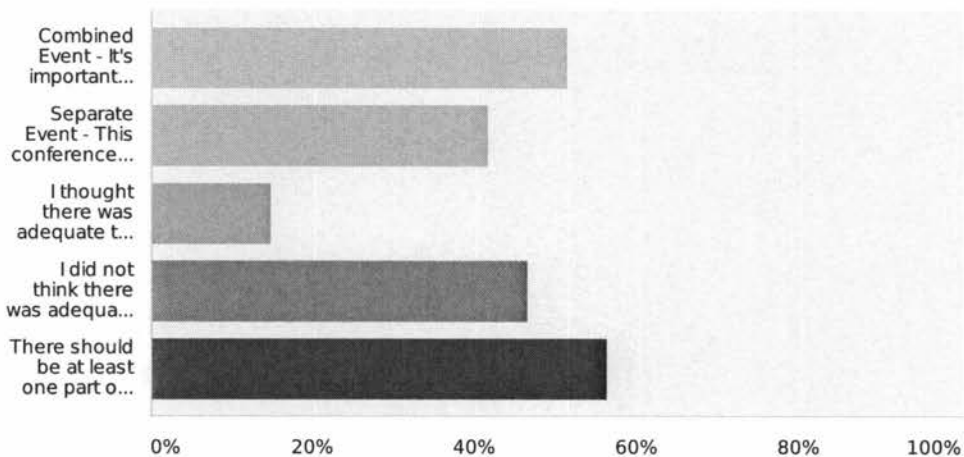
#	We welcome your comments on any of the topics above.	Date
	There are no responses.	

Q9 Would you be interested in opting into an email listserv to learn more about opportunities in foreign policy and efforts to increase diversity in international affairs? If so, please list your preferred email address for this purpose.

Answered: 74 Skipped: 56

Q10 THE FOLLOWING QUESTION IS FOR ICAP ALUMNI ONLY: Should the next ICAP Mid-Year Reunion (MYR) occur in conjunction with the Conference on Diversity in International Affairs, or be a separate event? Did you feel there was adequate time to reconnect with other ICAP alumni this year? (You may check multiple options below.)

Answered: 41 Skipped: 89



Answer Choices	Responses	
Combined Event - It's important that the ICAP MYR expand to include others in the pipeline.	51.22%	21
Separate Event - This conference should continue with ICAP as a partner but not substitute for the MYR.	41.46%	17
I thought there was adequate time to reconnect with other ICAP alumni.	14.63%	6
I did not think there was adequate time to reconnect with other ICAP alumni.	46.34%	19
There should be at least one part of the conference designed specifically for ICAPers to reconnect.	56.10%	23

Total Respondents: 41

#	Please elaborate on your answer.	Date
	There are no responses.	

COUNCIL *on* FOREIGN RELATIONS

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July 26, 2013

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

Dear Penny:

I am pleased to enclose a proposal to establish and carry out a Program on Digital and Cyberspace Policy to be launched under the auspices of CFR's International Institutions and Global Governance (IIGG) program. This transformative program will address one of the most challenging issues facing the country in the twenty-first century: how to keep the global Internet open, secure, and resilient in the face of unprecedented threats. The Program on Digital and Cyberspace Policy will be the first to fill a critical vacuum within the U.S. and international policy community, which has focused almost exclusively on the security side of cyber issues. By contrast, the Program on Digital and Cyberspace Policy's research and policy agenda will be comprehensive and explore the tight interconnection among security, human rights, and digital trade.

Digital technologies have become ubiquitous. More than 6 billion people use a cell phone, and 5 billion will be on the Internet by 2020. These trends have generated immense wealth and expanded political participation, but they have also created new vulnerabilities for nations, corporations, and individuals; raised difficult questions about the balance between security and privacy; and complicated the conduct of foreign policy. Today, anyone can plug into the Internet from anywhere on earth, for good or for evil. Digital technologies can empower millions by giving them access to almost any type of information at any time, connecting them to far flung communities, or allowing them to sell their goods to customers located thousands of miles away. Or they can cripple an economy by taking down an electric power grid.

Rapid technological change has outpaced existing global rules and challenged our understanding of the digital age. CFR is ideally suited to explore the momentous challenges posed by cyberspace and to recommend policies that will help keep the Internet open, global, secure, and resilient. Additionally, CFR can mobilize an influential membership experienced in foreign policy and immersed in the latest technology trends, and its nonpartisanship and independence make it a trusted venue for

Ms. Penny Hunt
July 26, 2013
Page Two

connecting public officials and the private sector. Working as part of IIGG, the Program on Digital and Cyberspace Policy will conduct path-breaking scholarship on the future of Internet governance; propose new rules to govern cyber war and cyber-conflict; and engage the private sector and civil society to ensure that its recommendations are informed by business realities and privacy concerns. The Program on Digital and Cyberspace Policy will leverage CFR's unique International Affairs Fellowship program to help train a new generation of leaders who can shape and explain U.S. government cyber policy.

The Program on Digital and Cyberspace Policy will launch three innovative products to illuminate the complicated politics and practical challenges posed by the digital revolution: First, a new Cyberspace Report Card will educate the public about the shortcomings in current institutions and help mobilize policymakers and the private sectors to correct those weaknesses. Second, a new Internet component of IIGG's existing Global Governance Monitor will become a recognized authority for officials, educators, and students interested in a detailed mapping of the history and current institutions governing cyberspace. Third, the Program on Digital and Cyberspace Policy's new Cybersecurity Tracker will provide the world's first interactive database of cyberconflict, helping policymakers and citizens grasp the nature and scope of cyber threats. To complement these efforts, CFR will enrich the general public's understanding of cyber global governance challenges and disseminate the Program on Digital and Cyberspace Policy's research findings through *Foreign Affairs*, books, articles, opinion pieces and other publications, and its award winning website, CFR.org.

We are grateful for the generous and ongoing support of the Robina Foundation and for its consideration of this new proposal. Please contact either Jim Lindsay at 202.509.8405 or jlindsay@cfr.org, or me if you have any questions or if you need additional information.

Sincerely,



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

COUNCIL ON FOREIGN RELATIONS PROPOSAL TO THE ROBINA FOUNDATION TO SUPPORT

THE PROGRAM ON DIGITAL AND CYBERSPACE POLICY

A PROPOSED NEW PROGRAM OF THE COUNCIL ON FOREIGN RELATIONS

EXECUTIVE SUMMARY

The Council on Foreign Relations (CFR) requests a grant of \$8,987,435 over five years to establish and carry out a Program on Digital and Cyberspace Policy. By generating new knowledge, building public-private networks, informing policymakers, and training a new generation of cyber experts, the program will address one of the most vexing policy challenges of the twenty-first century: How to keep the global Internet open, secure, and resilient in the face of unprecedented challenges and threats.

The digital revolution that is remaking global commerce and connecting people worldwide raises profound questions for global order, prosperity, and security. Many governments see cyberspace as a strategic arena that is too valuable or too dangerous to remain unregulated. However, no consensus exists on who should regulate the Internet or how it should be regulated (if at all), and there is considerable risk that regulation could stifle economic opportunity, limit technological innovation, and deprive people of access to information important to them. At the same time, people around the world have become dependent on digital networks for day-to-day activities. But these networks are vulnerable to crippling and potentially deadly cyberattacks that can be launched in secrecy and with no warning by governments, terrorists, or criminals. Finally, digital data is now a source of great commercial profit and intense government interest. This has prompted heated debate and disagreement about who owns it, how it is valued and traded, and who should protect it and how.

The Program on Digital and Cyberspace Policy is a transformative initiative that will explore and evaluate the complicated politics and challenges of the digital revolution. The program's activities will focus on three broad themes: ⁽¹⁾ the future of Internet governance, ⁽²⁾ new rules for cyber war and cyber-conflict; and ⁽³⁾ the role of the private sector and civil society in digital policy. To advance government and public understanding in these three areas, the program will draw on CFR's unique attributes as a convener, think tank, and publisher to:

- publish cutting-edge research on digital and cyberspace issues, including two Policy Innovation Memorandums and two Council Special Reports each year, that will explain the problems that governments and the private sector face and lay out concrete, actionable steps they can take to prevent, mitigate, or resolve these problems;
- convene a standing expert working group modeled on the enormously influential working group on nuclear weapons that CFR convened a half century ago and that laid down much of the intellectual foundation of nuclear and arms control policy. The working group, which will be made up of high level former U.S. government officials, business executives, academics, scholars, entrepreneurs, and activists, will meet regularly to discuss rules and norms that may damper cyber competition and generate ideas for government and private sector action;
- identify and explore emerging policy challenges and engage the private sector by holding one workshop every year on the West Coast with leaders in the digital industry that are not well-represented in Washington but that are pioneering the next generation of technology;

- inform policymakers, opinion leaders, and issue experts about digital and cyber challenges by expanding CFR's general meetings program to include more cyber-related meetings and by launching a dedicated Digital Revolution and Foreign Policy Roundtable Series that will hold meetings at CFR's offices in New York and Washington, DC, as well as in cities like Austin, Boston, and San Francisco that have large and influential digital communities.
- help policymakers and the broader public better understand the nature of cyber threats by developing an interactive database of cyberconflict that will allow users to sort through data and see visual representations of cyberattacks by region, by type, time, and severity, among other characteristics;
- expand the multimedia offerings of CFR's International Institutions and Global Governance (IIGG) Program to include Internet governance, thereby further helping educate policymakers and the broader public about digital and cyber issues;
- expand the work that the IIGG-sponsored Council of Councils (CoC) is doing on cyber issues by supporting discussions of Internet governance at the CoC's annual and regional meetings, and by collaborating with CoC member institutions on digital and cyber issues;
- increase the currently small pool of genuine digital and cyberpolicy experts by expanding CFR's highly successful International Affairs Fellowship (IAF) Program to include two new fellows each year who will work in either government or in an academic setting on cyber issues.

The program's aim is to generate tangible and practical policy recommendations that will shape U.S. policy as well as the emerging global rules and norms of cyberspace, educate policymakers and the broader public about the challenges and opportunities created by the digital revolution, and nurture a generation of experts who understand the complexities of the digital age.

The Program on Digital and Cyberspace Policy will be administered under the auspices of CFR's Program on International Institutions and Global Governance (IIGG) and its director, Dr. Stewart M. Patrick. The day-to-day activities of the Program on Digital and Cyberspace Policy will be directed by Dr. Adam Segal, Maurice R. Greenberg senior fellow in China studies, director of CFR's cybersecurity and cyberconflict initiative, and project director for CFR's Independent Task Force on digital policy. He will draw on the talents of five other CFR fellows with expertise on cybersecurity and digital policy: Jared Cohen, director of Google Ideas and former member of the State Department's policy planning staff; James Dougherty, a corporate executive with extensive experience in high technology; Richard Falkenrath, former deputy commissioner for counterterrorism in the New York Police Department; Karen Kornbluh, former ambassador to the Organization for Economic Cooperation and Development; and Matthew Waxman, professor of international law and national security law at Columbia University. The program will also hire a new fellow with a deep technical and business background to complement the expertise of other CFR fellows on Internet Governance, trade, and Internet freedom issues. The CFR fellows will contribute to the program through their writings, by holding meetings as part of the Digital Revolution and Foreign Policy Roundtable series, by briefing government officials and journalists, and by helping to design new multimedia and interactive products.

The overall work of the Program on Digital and Cyberspace Policy will be overseen by CFR president Richard N. Haass and CFR senior vice president and director of Studies James M. Lindsay. CFR places a high priority on rigorous and systematic evaluations of all of its programs and the performance of all of its fellows. To that end, the quality and impact of the program's work product will be regularly reviewed by Dr. Haass and Dr. Lindsay. As in the case of the IIGG program, their internal evaluations will be supplemented by an external review, to be

commissioned at the start of the third year of the grant, to provide an independent assessment of the program's strengths, weaknesses, accomplishments, and impact.

The Program on Digital and Cyberspace Policy will fill a critical intellectual vacuum within the U.S. and international policy communities. Security, Internet freedom, and digital trade are tightly intertwined. To date, however, other institutions have focused almost entirely on the security side of cyber issues and ignored its broader policy implications. The Program on Digital and Cyberspace Policy's research and policy agenda will be comprehensive in addressing a revolution that poised to remake the world in the twenty-first century.

THE PROGRAM ON DIGITAL AND CYBERSPACE POLICY

A PROPOSED NEW PROGRAM OF THE COUNCIL ON FOREIGN RELATIONS

The Council on Foreign Relations (CFR) requests a grant of \$8,987,435 over five years to establish and carry out a Program on Digital and Cyberspace Policy. By generating new knowledge, building public-private networks, informing policymakers, and training a new generation of cyber experts, the program will address one of the most vexing policy challenges of the twenty-first century: How to keep the global Internet open, secure, and resilient in the face of unprecedented challenges and threats.

The digital revolution is remaking the world. It has transformed commerce, making global supply chains possible and generating enormous sources of wealth. It has created social and cultural networks spanning the globe, enabling people to overcome distance and share knowledge and ideas. It has provided powerful tools for political organization and protest, challenging authoritarian rule and providing greater transparency in democracies. And the digital revolution will continue. Global Internet traffic is expected to triple over the next five years as networks deepen and more people gain access to cyberspace. New technologies are being created by the day. Google, Facebook, and Twitter did not exist fifteen years ago; they could well find their current positions as dominant firms eclipsed fifteen years from now as entrepreneurs in places like China, India, and Russia endeavor to invent the Next Big Thing. The revolution that began in the United States in places such as Silicon Valley and Route 128 has become truly global as the rest of the world seeks to harness the immense potential of the digital age.

But the rapid diffusion and adoption of digital and communication technologies also raises profound questions for global order, prosperity, and security. One such question is who will “govern” cyberspace? The Internet became a global platform of knowledge sharing and commercial transaction in good part because no one ran it; its decentralized structure made it possible for businesses, universities, and individuals to exploit its potential as they saw fit. Many governments, however, now believe that cyberspace is a strategic arena that is too valuable or too dangerous to remain unregulated; they are asserting their sovereignty, censoring and blocking the free flow of information as well as promoting conflicting views of Internet governance. That could potentially limit economic opportunity and technological innovation and deprive people of the ability to obtain information important to them.

A second question is can the global Internet be kept secure? An interconnected world brings benefits; it also brings dangers. States, terrorists, and criminals may be able to shut down power, communication, transportation, and financial networks with the click of a mouse, inflicting not just massive economic losses but also physical death and destruction. Militaries that do not want to be caught flat-footed are rushing to develop powerful cyber weapons without any agreement on how and when they might be used or any deep understanding of the consequences they might unleash. Cyberspace is “uncharted waters,” as President Barack Obama observed after his June 2013 summit with China’s President Xi Jinping: “You don’t have the kinds of protocols that have governed military issues, for example, and arms issues, where nations have a lot of experience in trying to negotiate what’s acceptable and what’s not.”

A third question is who should have access to the digital data that users are generating? By using their cell phones, searching on line, and posting to their favorite social media sites, people are generating massive amounts of data. Few computer users, however, give much thought to who owns that data, how it is valued and traded, and where it is stored (which increasingly is not on their own devices but on remote servers in the so-called cloud). But that data is of great interest to companies, who hope to profit from it, and to governments, whose interest can range

from foiling terrorist plots to crushing dissent. At stake are critical questions about privacy rights, trade rules and intellectual property rights, and the proper relationship between citizens and governments.

The world is at the dawn of a new global era. The United States faced a somewhat similar challenge at the beginning of the atomic age, when nuclear weapons undermined many of the fundamental assumptions of foreign policy. After painstaking work, much of it at CFR, policymakers and private citizens created new understandings that guided nuclear strategy and arms control theory. The intellectual and policy challenges of cyberspace are, however, even more tangled than the nuclear age because digital technologies are integrated into our daily lives, evolve rapidly, and are accessed by all. Moreover, responsibility for cyberspace crosses the boundaries separating government agencies, the public and private sectors, and nations, forcing all of these actors into new, often uncomfortable relationships and strained cooperation.

The Program on Digital and Cyberspace Policy, to be launched under the auspices of CFR's International Institutions and Global Governance (IIGG) program, is designed as a transformative initiative to decipher the complicated politics and challenges of the digital revolution. The program will draw on the unique attributes of CFR as a convener, think tank, and publisher. The program will explore a wide range of specific issues with the aim of generating tangible and practical policy recommendations, helping educate policymakers and the broader public, and nurturing a generation of experts who understand the complexities of the digital age. The program will achieve these objectives by promoting new scholarship, bringing together critical voices from across the political and intellectual spectrum for sustained and focused discussion, and by disseminating its findings both to policymakers and the broader public. The program's ultimate aim is to help shape U.S. policy as well as the emerging global rules and norms of cyberspace.

A Global Internet

The Internet has grown to be a cornerstone of modern life, connecting 2.5 billion people worldwide. Another 2.5 billion people are expected to go online by the end of this decade, mainly in the developing world. The economic impact of the Internet is profound and growing. For every 10 percent increase in broadband connections, total global wealth increases on average by 1.3 percent.

The Internet and mobile applications empower individuals in ways that radio, television, or other media have not, allowing them to find information and publish new types of content cheaply, quickly, and globally, thereby sharing knowledge and enriching human experience. Today, a poor fisherman off the coast of the Indian state of Kerala can use a cell phone to receive constant updates on the weather and market prices and to interact with the local government authorities. Indeed, that same fisherman can—if he or she wishes—use that phone to access more data than a scholar at one of the world's great universities just a generation ago would have had contact with over an entire lifetime.

This profound transformation happened without oversight or direction. Although the Internet emerged from U.S. government-funded research, most early Internet pioneers favored minimizing the involvement of government in cyberspace because they feared that governments would restrict the rights to free expression and privacy. They wanted instead a global and open network. So they developed a framework for the Internet based on self-regulation, private-sector leadership, and a bottom-up decision-making process. Coordination of the Internet's core resources—such as website names and addresses—emerged not from government dictate but as technical experts, businesses, civil society, and individual users formed organizations and associations to answer specific problems. The result was a system that required no centralized operating authority; it instead functioned by the proverbial “invisible hand.” Without needing anyone's permission, an entrepreneur or activist today can

design hardware or software that exploits the benefits of the global, open Internet. Likewise, individuals can create their own blogs, smartphone applications, or global companies. That global, open Internet, however, may not last.

A New Nervous System

The Internet has facilitated the dissemination of ideas and created alternative, decentralized means of communication. This in turn has motivated many governments around the world to restrict citizens' access to—and control the content of—information in cyberspace. Russia, China, and Iran have built national internets that tightly control interaction with the global Internet. Even among democracies there are sharp differences of opinion over whether and how to restrict access to information in cyberspace. France and Germany, for instance, block access to neo-Nazi and Holocaust denial websites. Brazil detained a Google executive when the company refused to take down videos that criticized a candidate in a mayoral election, releasing him only when the company complied with the order. India has restricted the number of text messages it allows users to send during outbreaks of communal violence, and it has demanded that Twitter, Facebook, and Google censor sensitive and blasphemous posts.

In contrast, the United States has made Internet freedom one of the pillars of its foreign policy. Former secretary of state Hillary Clinton identified information networks as a “new nervous system for our planet” and asserted that users must be assured freedom of expression and religion online, as well as the right to access the Internet and thereby connect to websites and other people. The State Department has promoted these four freedoms in international organizations and invested \$100 million in developing technologies that allow users to circumvent censorship and remain safe online.

The bottom-up, private sector-led approach to managing the Internet is also under attack. Saudi Arabia, Russia, China, Iran, and other countries want to replace the current system with one centered on the United Nations and the International Telecommunications Union (ITU). Such a move would increase the role of state telecommunication companies in managing Internet traffic, increase costs, and reduce innovation. It would also legitimate efforts by authoritarian countries to control of flow of information and ideas.

The Internet Is Fragile and Under Threat

The global, open, and secure Internet is fragile and is now under sustained threat. In March 2013, U.S. Director of National Intelligence James Clapper warned that computer attacks on the nation's critical infrastructure had surpassed terrorism as the top security threat facing the country. Communication, transportation, power generation, and financial systems potentially can be disrupted or destroyed from a keyboard anywhere in the world. Hackers have shown that they can reprogram an electric generator so it destroys itself; disabling railroad switches or valves at chemical factories could cause derailments, explosions, and mass casualties. Even a less physically damaging attack could cause widespread disruption and panic. To cite a recent example, the “Syrian Electronic Army” hacked the Associated Press's Twitter account and tweeted a false report that two explosions at the White House had left President Obama injured—causing the Dow Jones industrial average to plunge 146 points in a few seconds. In another incident, an unknown group, perhaps based in Iran, disabled 30,000 computers of the oil giant Saudi Aramco.

The arms race in cyberspace is just beginning. Approximately forty countries have acquired cyber weapons for use in offensive combat operations. Stuxnet, the malicious software designed to destroy centrifuges at Iran's

Natanz nuclear facility, is the first known case of a cyberattack causing physical damage—but it will not be the last. Despite severe constraints in almost every other part of the U.S. defense budget, funding for computer network warfare is growing; the FY 2014 federal budget request includes \$4.7 billion for cyberspace operations, a 20 percent increase over FY 2013. The Pentagon's new Cyber Command is reportedly expanding more than fivefold, from nine hundred to forty-nine hundred personnel. China, Russia, and many other countries are surely trying to match the U.S. effort step for step.

Defending against cyber threats is difficult if not impossible. Would-be defenders must worry about millions of lines of computer code, hundreds of devices, and scores of networks, while the attacker only has to find one vulnerability. Attackers can hide their tracks, routing attacks through multiple computers in numerous countries, and the attacks can happen in minutes if not seconds. In the words of former Deputy Secretary of Defense William Lynn III, "a keystroke can travel twice around the world to devastating effect in 300 milliseconds—literally the blink of an eye." Moreover, a growing black market in malicious software means that more sophisticated cyber weapons are ending up in the hands of extremists, lone wolves, and criminal gangs. Imagine that a widespread power outage hits the East Coast of the United States. Policymakers might be hard pressed to know whether it was the result of Chinese hackers, terrorists, or merely a tree falling on a power line. If this hypothetical blackout occurs during a U.S.-Chinese naval standoff in the South China Sea, U.S. policymakers will feel intense pressure to react quickly, even though they may have only the haziest notion of who (or what) is responsible. The forensics needed to establish responsibility for attacks could take weeks.

"Greatest Transfer of Wealth in Human History"

If the threat of physical damage lies in the immediate future, economic disruption is ever present. The total cost of cyber crime—identity theft, credit card scams, electronic transfer fraud—to the global economy is estimated at more than \$1 trillion each year. Moreover, hackers, many with the apparent support of the Chinese military and government, are engaged in economic espionage against U.S. companies, resulting in what General Keith Alexander, head of the National Security Agency (NSA) and U.S. Cyber Command, calls the "greatest transfer of wealth in human history." Estimates of the losses to U.S. companies are \$250 billion a year. Victims include technology companies, law firms, oil and petroleum companies, manufacturers, and defense contractors. Security analysts now say there are only two types of companies in the Fortune 500: those that have been hacked and those that don't know it yet.

A World Without Privacy

Cyberspace could also become much more Orwellian. The plummeting cost of data storage and collection, as well as the proliferation of surveillance and biometric technologies, could strengthen authoritarian regimes and severely hamper the ability of individuals to organize, spread information and knowledge, and protest. John Villasenor, an electrical engineer at the University of California, Los Angeles, argues that with costs for computer data storage plunging it will soon be feasible "to store everything that can be recorded about what everyone in a country says or does."

Edward Snowden's revelations about PRISM, a National Security Agency program to collect vast amounts of data from Google, Yahoo!, Microsoft, and other Internet companies, have reenergized the debate over the appropriate balance between privacy and security in free societies. They also may accelerate the fragmentation of the global Internet. U.S. criticism of other countries' surveillance efforts, such as Russia's monitoring of journalists, now ring hollow to many governments. Beijing happily trumpeted Snowden's claims, made just days

after President Obama pressed President Xi to halt Chinese cyber espionage, that the NSA hacks computer networks in China and Hong Kong. As the state-owned Xinhua News Agency put it, the leaks “demonstrate that the United States, which has long been trying to play innocent as a victim of cyberattacks, has turned out to be the biggest villain in our age.”

In addition, as governments of other countries realize that much of their citizens’ digital traffic flows through the United States they will seek to curtail connections to and through the United States. European Union (EU) officials have already demanded to know what information the U.S. government has been gathering on European citizens, and French President Francois Hollande has warned that Snowden’s allegations threaten talks on a crucial free trade pact between the EU and the United States. Some of the criticism coming from Europe is undoubtedly more strategic than sincere. European countries also spy on their allies, and beating up Washington over Snowden’s charges is an easy way to win favor with voters and gain advantage at the negotiating table. However, the long term impact of the revelations may be that governments face pressure to impose much stricter limits on how information flows between societies. The days of thinking of the Internet as an ungoverned space have given way to a battle for control.

New Questions and Unknown Tradeoffs

Entrepreneurs in Silicon Valley understand how technology is creating and continually remaking the new globally interconnected world. Most policymakers, however, have only a faint grasp of the profound social and political impact that cyberspace will have in the twenty-first century, and, just as important, when and how public policy should shape that future. Most government officials do not understand the technical aspects of how the Internet functions, and they are less culturally attuned or sympathetic to the self-organizing, self-policing, and self-balancing ethos of the digital era. For its own part, the general public is neither prepared for the impact these technologies will have on their lives nor equipped to participate in debates over the trade-offs among privacy, security, openness, innovation, and the protection of intellectual property inherently involved in cyberspace policy. As a result, educating and informing both policymakers and the broader public are critical tasks.

At the same time, the world urgently needs new rules and standards that will promote security, advance commercial interests, and protect human rights in cyberspace. A few obvious questions come to mind: Are countries justified in responding with conventional military force to cyberattacks? How should governments value the data that is collected by companies, who should have access to it, and where should it be stored? What are the basic rights of citizens in cyberspace, and to what extent can and should governments control the flow of information to protect national security, community standards, or intellectual property?

The Program on Digital and Cyberspace Policy: Generating Knowledge, Building Networks, Informing Policy, and Training New Experts

CFR is uniquely positioned not only to suggest policies that will help keep the Internet open, global, secure, and resilient but also to define the stakes, trade-offs, and consequences (expected and unintended) of different policy decisions. CFR’s nonpartisanship and independence give it unequalled trust among government, private sector, and civil society constituencies. It can mobilize a unique membership base with extensive experience in foreign policy and technology to participate in working groups, and CFR can disseminate research findings broadly through *Foreign Affairs*, books, articles, opinion pieces and other publications, and its award-winning website, CFR.org.

A CFR-sponsored independent task force on U.S. policy in the digital age recently demonstrated these institutional assets. The Task Force was chaired by John D. Negroponte, former deputy secretary of state and director of national intelligence, and Samuel J. Palmisano, former chairman of the board and CEO of IBM, and was directed by Adam Segal, CFR's Maurice R. Greenberg senior fellow for China studies. It included experts representing a variety of sectors, including high-tech industry and hardware and software companies, as well as leaders on cyber issues (list attached).

In the first weeks after the report's release, Ambassador Negroponte, Mr. Palmisano, and Dr. Segal briefed Acting Secretary of Commerce Cameron Kerry and Assistant Secretary for Communications and Information Lawrence Strickling; General Keith Alexander, Director, National Security Agency and Commander, U.S. Cyber Command; Deputy Secretary of Defense Ashton Carter, Under Secretary of Defense for Policy James Miller, and Deputy Assistant Secretary of Defense for Cyber Policy Eric Rosenbach; Under Secretary for Economic Growth, Energy, and the Environment Robert Hormats and State Department Coordinator for Cyber Issues Christopher Painter; White House Cybersecurity Coordinator J. Michael Daniel; and Congressman Michael McCaul (R-TX), Chairman of the House Homeland Security Committee. Dr. Segal also met with staff members from the House Ways and Means Committee, the Congressional Taskforce on Terrorism and Unconventional Warfare, and the Senate Select Committee on Intelligence.

The Program on Digital and Cyberspace Policy will build on CFR's strengths as a trusted convener, idea generator, and information disseminator in four ways: by generating original thinking on global cyberspace challenges and governance; by forging exchanges among the public and private sectors; by disseminating its findings both through traditional and novel forms of outreach; and by training researchers familiar with both technology and foreign policy issues.

New Thinking on Global Cyberspace Challenges

CFR can fill a critical vacuum within the U.S. and international policy community on global cyber policy. Security, Internet freedom, and digital trade are tightly intertwined, yet other institutions have focused on the security side of cyber issues to the exclusion of its broader policy implications. The Program on Digital and Cyberspace Policy's research and policy agenda will be comprehensive and concentrate on three broad themes: 1.) the future of Internet governance; 2.) new rules for cyber war and cyberconflict; and 3.) the role of the private sector and civil society.

1. The future of Internet governance

The United States has been the predominant innovator, promoter, and shaper of cyberspace since its inception. The era of unchallenged U.S. leadership, however, is now closing. The number of networked users is rapidly increasing in Asia, Latin America, and Africa. Cyberspace is increasingly reflecting the diversity of the world's Internet users. As a result, the question of whether Internet governance should also change has become an increasingly contentious matter of global debate.

U.S. officials insist that the current system of Internet guidance, grounded in the private sector, works for all. It has allowed for unprecedented growth and innovation, making changes unnecessary. But other countries are pushing hard for a greater say. Developing countries feel shut out of the process. These countries have a long history of dealing with the ITU, and they see it as a credible partner. They distrust the United States, and they worry about the economic, political, and strategic benefits it gets given its privileged position on Internet. Those concerns—which do not necessarily mean support for the vision pushed by authoritarian states of a closed, managed Internet—are why many developing countries are sympathetic to having the ITU play a greater role.

The Program on Digital and Cyberspace Policy will work to identify the concerns of the established cyber powers—Russia and China, for example—as well as some of the most important rising Internet powers such as India, Brazil, and Kenya—countries with growing online populations and active diplomatic efforts to shape cyberspace at the ITU and other international institutions. How can the United States make the bottom-up model of governance more robust and inclusive? Are there transnational issues that are in fact best addressed by the United Nations and the ITU? When and how should the United States suggest alternative venues for addressing cyber issues, such as ad hoc groupings and regional organizations?

To educate people about the transnational challenges involved in cyberspace, the Program on Digital and Cyberspace Policy will collaborate with IIGG to expand the latter's multimedia offerings to include a focus on Internet governance. A new Internet governance component will be added to IIGG's existing Global Governance Monitors. Like the previous nine components (on nuclear proliferation, finance, oceans, climate change, public health, armed conflict, terrorism, human rights, and crime), the new Internet component will include a cinematic overview of the challenge, which explains why international cooperation is needed; an interactive timeline that traces the world's efforts to craft collective responses to the challenge; an issue brief that evaluates the overall performance of the regime and suggests potential reforms to improve international cooperation; a matrix that catalogs relevant international treaties, organizations, and initiatives; an interactive map that details critical countries and groups; and a resource guide for further information on the topic. The Global Governance Monitors are widely used by undergraduates, students preparing for model United Nations, and other foreign policy clubs. A monitor that focuses on cyber issues would similarly enrich the general public's understanding of a major global governance challenge.

The Program on Digital and Cyberspace Policy will also develop an Internet component of IIGG's Global Governance Report Card. The Report Card currently addresses six global challenges: nuclear weapons proliferation; transnational terrorism; climate change; violent conflict; financial instability; and threats to global health. It also grades U.S. performance and leadership. The next installment of the report cards, which are released on an annual basis, will include an evaluation of global Internet governance (something that Robert Knake, a member of the staff of the U.S. National Security Council, recently recommended to CFR). A Cyberspace Report Card will educate the public about the shortcomings in current institutions and help mobilize policymakers and the private sector to address those weaknesses.

The Program on Digital and Cyberspace Policy will cooperate with the IIGG-sponsored Council of Councils, supporting discussions of Internet governance at its annual meeting and collaborating with its member institutes. The program will also hold conferences and consultations with policy institutes in critical Internet powers such as the Brazilian Internet Observatory, China Institute of Contemporary International Relations, Oxford Internet Institute, and the Centre for Internet and Society in Bangalore. In addition, fellows associated with the program will attend meetings of the organizations and institutions of global Internet governance. These interactions will allow fellows not only to report on emerging policy issues that may be overlooked by the U.S. government or media, but also to build a network that can help support international action and disseminate the program's research more broadly.

2. New rules for cyber war and cyberconflict

The invention of the atomic bomb remade international relations. Few policymakers, military officers, and scholars at the time immediately grasped the long term implications of nuclear weapons. Were they just another weapon, or did they fundamentally reshape great power rivalry? U.S. policymakers struggled both to find a strategy for facing a nuclear-armed Soviet Union and to explain that strategy to the American people. Soon after

Secretary of State John Foster Dulles delivered a speech threatening massive nuclear retaliation as the basis of American foreign policy—a policy that many experts feared could increase the chances of a nuclear war—CFR convened a study group chaired by Dr. Henry Kissinger. That led to the publication in 1957 of his book *Nuclear Weapons and Foreign Policy*. This seminal work explored the concepts of nuclear stability, deterrence, and arms control that continue to shape U.S. nuclear and arms control policy today.

Like that CFR study group more than five decades ago, the world stands at the dawn of a new intellectual era characterized by rapid technological change and policy uncertainty. But the challenge is even greater than it was five decades ago. Only a few countries have the economic and technological capacity to build nuclear weapons. Even today, only nine countries possess them, and terrorists groups are likely to acquire them only through theft. The general contours and capabilities of each nuclear power's arsenal are well-known. Should these weapons ever be used, the identity of an attacker would be known before the missiles landed. And with the development of so-called secure second-strike capabilities—that is, being able to respond to a nuclear attack in kind—the incentive to attack first in a crisis declines greatly.

By contrast, cyberspace looks much different—and far more complex. Cyberattacks can be launched by almost any country. Devastating attacks can also be launched by individuals and non-state groups, who may be operating at the instigation of their home government or entirely on their own. The responsibility for a cyberattack can be masked, making difficult if not impossible to determine who should be punished, which in turn makes it harder to deter an attack in the first place. Attacking first in a crisis may bring substantial benefits, especially given that attacks can be carried out in the blink of an eye. The global and interconnected nature of the Internet also means that cyberattacks have the potential to produce unintended and unimaginable problems far beyond the intended target. Despite being described as “highly sophisticated and targeted,” the majority of Stuxnet infections were not in Iran, but in untargeted facilities in India and Indonesia. And technology is continually and rapidly changing; the capacities of digital technology double every two years.

Neither scholarship nor global governance has kept pace with the spread of digital technology. The intellectual and policy work done to regulate nuclear competition focused heavily on transparency and verification. Once the United States and the Soviet Union (and now Russia) could count how many weapons each side had, first through satellite imagery and other national technical means of verification and then through on-site inspections, they could confidently reduce the size of their arsenals. Such schemes do not carry over to cyber issues where literally anyone with a laptop and an Internet connection can conduct an attack and weapons are not stored in silos or on submarines that can be observed from space but on thumb drives that can be slipped into a pants pocket.

Although states (and scholars) have yet to figure out how to limit competition in cyberspace, they have strong incentives to find ways to do so. While every country is a potential cyberattacker, it is also a potential cyber victim. At the same time, any country could find itself erroneously blamed for attacks carried out by another state, criminal networks, or independent hackers, creating a conflict that could quickly leave the virtual world and enter the physical one. There are signs that the major powers have begun to recognize these dilemmas and the corresponding need to cooperate. The United States and Russia have agreed to set up a cyber “hotline” so officials can communicate during cyber events, and the United States and China have agreed to form a cybersecurity working group. But the hard intellectual work of determining how to translate these good intentions into practical and effective policy solutions remains to be done.

The Program on Digital and Cyberspace Policy looks to fill the intellectual vacuum on cybersecurity. To do so, the program will convene a standing expert working group similar to the influential group CFR gathered to discuss nuclear weapons over fifty years ago. The group, which will include high level former U.S. government

officials, business executives, academics, scholars, entrepreneurs, and activists, will discuss rules and norms that may dampen cyber competition, as well as investigate how international agreements for other transnational issues, such as crime or aviation, can be adapted to cyberspace. The working group, which will meet approximately six times a year, will also debate the possible uses of cyber weapons and the conditions under which they might be employed. Are cyberattacks more like drone strikes, a widely used tool of U.S. strategy, or an instrument to be used sparingly under limited circumstances? In addition, the group will be a source of ideas for confidence building and other cooperative measure for the U.S.-China cybersecurity group and other government efforts to work with important cyber powers. The working group will publish its findings as either occasional short policy memos or longer structured reports.

The Program on Digital and Cyberspace Policy will also work to help policymakers and the broader public better understand the nature of cyber threats. Much attention has been given to the risk of a “cyber Pearl Harbor.” Although a single, sudden attack that cripples the United States is conceivable, the far more common and potentially debilitating threat over time is a series of attacks that stop short of physical destruction but that hinder the operation of websites, steal strategically important or valuable data, or destroy confidence in the safety and trustworthiness of the Internet. To help the public and policymakers better understand these attacks the program will develop a Cybersecurity Tracker, an interactive data base of cyberconflict. Building on models used by CFR’s Nigeria Security Tracker (http://www.cfr.org/nigeria/nigeria-security-tracker/p29483?cid=otr-marketing_use-nigeria_security_tracker) and Global Health Tracker (<http://www.cfr.org/pharmaceuticals-and-vaccines/cfr-launches-interactive-map-tracking-vaccine-preventable-disease-outbreaks/p26278>) the Cybersecurity Tracker will develop a consistent typology of threats and present the data broken down by regions (e.g., China-Philippines website defacement that accompanied maritime standoff over Scarborough Shoal), type of attacks (e.g., attacks on U.S. banks; cyber espionage in Indian embassies) and dates of attacks (timeline). Like the Nigeria Security Tracker and the Global Health Tracker, the Cybersecurity Tracker should become a highly trafficked site that will enable policymakers and the broader public to grasp the extent and nature of cyber threats, and thereby enrich and inform the public debate.

3. The role of private sector and civil society

Private and commercial forces have driven the growth of the Internet. The networks that support this platform are distributed by and into private hands, and technology companies and individual end-users will inevitably create the next generation of technologies.

Private firms, however, are asking for guidance on issues such as selling surveillance technology to authoritarian regimes, accommodating requests for data on users from domestic and foreign governments, and the legality and wisdom of self-defense (“hacking back”) by private companies against their hackers. What complicates matters is that the private sector does not speak with one voice on these issues; privacy activists, for example, have clashed sharply with technology companies over the scope of cybersecurity legislation.

While large technology companies such as Google and Facebook have a growing presence in Washington, there are a large number of smaller companies, network activists, and individuals in Silicon Valley, Boston, Austin, and other technology clusters who have minimal access to the U.S. or international policy process. On a trip to the West Coast to brief CFR members about the findings of the Task Force, Task Force Co-Chair Samuel Palmisano, the former CEO of IBM, identified engaging these companies and individuals as an important goal for CFR, and offered to help promote the effort. These small companies may be the source of new technologies that reshape cyberspace and of effective policy recommendations that deserve wider discussion and distribution.

The Program on Digital and Cyberspace Policy will directly address these and other policy challenges and engage the private sector by holding one workshop every year in locations outside of Washington and New York. In January 2011, for example, CFR, with the cooperation of IBM and Thomson Reuters, held a workshop on supply chain security and the role of the U.S. government in defending the private sector from cyber espionage. Participants in the meeting included officials from the departments of Homeland Security, Commerce, Defense, and the National Security Council, as well as representatives from companies in the hardware, software, and telecom sectors. The meeting resulted in a report, which was posted on CFR.org and distributed within the U.S. government and to a major technology trade association, that listed best practices. Many of the participants remain active in CFR's cyber initiative, with two serving on the Independent Task Force on U.S. Policy in the Digital Age. This will be the template for the Program on Digital and Cyberspace Policy's future workshops.

Building Public-Private Partnerships in Cyberspace

As the most prominent nonpartisan forum for debating critical U.S. foreign policy choices, CFR will make use of its unmatched convening power and its international networks to engage private actors on cyberspace policy issues.

During briefings on the findings and recommendations of the Task Force on U.S. Policy in the Digital Age, U.S. government officials asked CFR officials to convene meetings on topics such as confidence building measures in cyberspace, how to structure capacity building assistance to emerging Internet powers, and how to create incentives to support domestic innovation in cybersecurity. The Program on Digital and Cyberspace Policy proposes to conduct such a robust series of meetings mainly through the standing expert working group, although some topics may also be appropriate for a workshop. From these discussions, the program will produce rapporteur's reports based on the discussion that will be posted on CFR.org and distributed to leading opinion shapers.

Informing Policy Through New Media, Publications, and Meetings

Almost every day there is an article on hacking or privacy issues in the media. Many of these reports, however, tend toward the sensationalistic and are imprecise, if not misleading, in their terminology. Every cyberattack tends to be labeled a "cyber war" even if it is better understood as crime or espionage.

To bring greater clarity to these issues, the Program on Digital and Cyberspace Policy will develop a new channel on CFR.org. A channel is website that brings together all the best writing, analysis, and description of cyber issues in one place. The channel would include blog posts by members of the program, guest posts by leading researchers, activists, and technologists, and curated articles about the politics of cyberspace. The channel would also highlight the important debates, promising approaches, and new research and thinkers addressing cooperation and competition in cyberspace. CFR.org receives more than six hundred thousand unique visitors per month, and CFR's communication department will market the channel's offerings to other websites, maximizing its reach. CFR already has content sharing agreements with TheAtlantic.com and CNN.com

The Program on Digital and Cyberspace Policy will publish two Policy Innovation Memorandums, two Council Special Reports, and six Expert Briefs a year on digital and cyberspace issues. Policy Innovation Memorandums are 1,500-word analyses aimed at policymakers, that seek to start and shape the public debate with hard-hitting, well-argued recommendations for an innovative policy idea. Council Special Reports, which run between 5,000 and 7,000 words, seek to contribute to current policy debates by providing in-depth analysis and extensive policy recommendations. The target audience includes a cross-section of policymakers, journalists, academics, and other practitioners, as well as the interested public. Expert Briefs, which are produced in cooperation with the

staff of CFR's website, CFR.org, and run between 1,000 and 2,000 words, are primers that provide crisp and focused analysis of major topics in global affairs.

CFR will also expand its general meetings program by hosting six cyber-related meetings a year. Held in New York and Washington, DC, general meetings provide an opportunity for a prominent speaker or panel of speakers to address a large audience, typically ranging from eighty to two hundred people. General meetings are open to the broad CFR membership and occasionally the press. Prominent speakers at previous general meetings that have focused on cybersecurity include: General Keith Alexander, head of the National Security Agency and U.S. Cyber Command; Howard Schmidt, former cybersecurity coordinator and special assistant to the President; Rep. Mike J. Rogers, chairman of the House Select Committee on Intelligence; Rod Beckstrom, former president and CEO, Internet Corporation for Assigned Names and Numbers (ICANN); and Ed Amoroso, senior vice president and chief security officer for AT&T. Future meetings will broaden the focus to topics such as data privacy, trade negotiations and the digital economy, and Internet freedom and the development of anticensorship technology.

Finally, CFR will launch a dedicated roundtable series on "The Digital Revolution and Foreign Policy." Roundtable meetings are small group meetings that typically bring together two-to-three dozen or so experts for extended discussions of a topic. Roundtable meetings are led by CFR fellows, and are designed to allow the participants to explore issues in great depth. The Digital Revolution and Foreign Policy Roundtable series will host twenty-four meetings per year, with up to half of those meetings being held outside of New York or Washington, DC, in cities around the United States with strong technology clusters. The goal of hosting roundtable meetings in places such as Austin, Boston, San Francisco, and Seattle is to bring small technology companies, network activists, and entrepreneurs into the conversation about the foreign policy challenges and consequence of the digital revolution.

Training New Cyber Policy Experts

There is a pressing demand for experts in digital and cyber policy, but the supply is short. Few technical experts have had experience in the policy world. Most foreign relations scholars are unfamiliar both with the technical aspects of cyberspace and with the Internet's peculiar model of governance.

The Program on Digital and Cyberspace Policy will create new experts for a new field by awarding two International Affairs Fellowships a year to address digital and cyber-related issues. Launched in 1967 by CFR, the International Affairs Fellowship (IAF) Program bridges the gap between analysis and action in foreign policy by enabling scholars to spend one year in government and practitioners to spend one year in a think tank or academic setting. The program's goal has been to create scholar-practitioners. Over the past forty-six years, there have been more than 500 IAFs. IAF alumni include former secretary of state Condoleezza Rice, former deputy secretary of state James Steinberg, former undersecretary of state for economic growth, energy, and the environment Robert Hormats, former U.S. ambassador to NATO Ivo Daalder, and Samantha Power, President Obama's nominee to be U.S. ambassador to the UN. Ambassador Daalder, who is now president of the Chicago Council on Global Affairs, has said the "IAF was, for me, a career-changing experience. It allowed me to spend the year at the NSC. And I started to appreciate not only policy from a different angle, but policymaking. . . . It changed the way I taught. . . it changed the way I wrote."

One of the proposed IAFs in Digital and Cyberspace Policy will be an academic/technical expert who will spend twelve months working in government on cyber issues. The other will be a government official who will spend twelve months at a think tank or on a university campus advancing his or her analytic capabilities in a scholarly atmosphere free from operational pressure. Over several years, the IAF in Digital and Cyberspace Policy

Program will expand the cadre of scholar practitioners who can be expected to play a leading role in shaping and explaining U.S. government cyber policy.

Program Leadership and Personnel

The Program Digital and Cyberspace Policy will be directed by Dr. Adam Segal, Maurice R. Greenberg senior fellow in China studies, director of CFR's cybersecurity and cyberconflict initiative, and project director for CFR's Independent Task Force on digital policy. Dr. Segal has written extensively about cybersecurity in Asia, testified to Congress about Chinese cyber espionage, and is currently writing a book about foreign policy and cyberspace. He will work closely with Stewart Patrick, CFR senior fellow and director of IIGG, with oversight from CFR president Richard N. Haass and James M. Lindsay, CFR senior vice president, director of studies, and Maurice R. Greenberg Chair.

The Program on Digital and Cyberspace Policy will draw on the talents of five other CFR fellows with expertise on cybersecurity and digital policy: Jared Cohen, director of Google Ideas and former member of the State Department's policy planning staff, is an expert on the impact of digital technology on youth and international politics; James Dougherty is a corporate executive with extensive experience in high technology; Richard Falkenrath, former deputy commissioner for counterterrorism, New York Police Department, has written on the tradeoff between surveillance and privacy; Karen Kornbluh, former ambassador to the Organization for Economic Cooperation and Development, helped negotiate World Trade Organization telecommunications agreements when she was at the Federal Trade Commission; and Matthew Waxman, professor of international law and national security law at Columbia University, who writes on the application of the laws of war to cyberspace. These CFR fellows will contribute to the program through their writings, by holding meetings as part of the Digital Revolution and Foreign Policy Roundtable series, and by briefing government officials and journalists.

The Program on Digital and Cyberspace Policy will also hire a new full-time fellow, who will be based in the Washington, DC, office. The new fellow will focus on Internet governance, trade, and Internet freedom issues, contribute to the Digital Revolution and Foreign Policy Roundtable series, and ideally have both a technical and business background. An individual with a deep technical background would complement the expertise of current CFR fellows. The new fellow will be able to explain how new technologies are reshaping cyberspace and help the program develop ties to scientific and research groups such as the Internet Engineering Task Force. These groups have traditionally been outside of the intellectual and policy orbit of CFR, but are critical to Internet governance.

The new fellow's responsibilities will include writing Policy Innovation Memoranda, Council Special Reports, and Expert Briefs on cyber issues; blogging for the new cyber channel; assisting in the production of the Internet Global Governance Monitor and Cyberspace Report Card; participating in the standing working group and public-private workshop; and hosting meetings as part of the Digital Revolution and Foreign Policy Roundtable series.

Dr. Segal will oversee the Program on Digital and Cyberspace Policy with the help of an assistant director. In addition, two research associates, one based in Washington, DC, and another in New York, will provide research, administrative, and clerical support for the program.

Program Review and Assessment

CFR aggressively distributes and markets all of its products to the widest possible audience, including government officials, business executives, journalists, educators and students, civic and religious leaders, and other interested citizens. To ensure that it is fulfilling its mission to reach these diverse communities, CFR places a high priority on rigorous and systematic evaluations of all of its programs and of the performance of all of its fellows. CFR conducts detailed, rigorous, and systematic assessments of the reach and impact of all of its major publications and initiatives, first after six months and then again after twelve months. The data compiled are both quantitative (e.g., number of references or citations to a publication) and qualitative (e.g., praise from policymakers on the quality of a publication). All fellows work on the basis of an annual work plan drafted in consultation with CFR's director of studies and approved by CFR's president. Every fellow files a performance report twice a year with the director of studies, who then meets individually with each fellow to compare his or her progress with the initial work plan. Dr. Lindsay writes a performance evaluation based on these formal reviews, and these evaluations are reviewed in turn by Dr. Haass. This systematic monitoring and evaluation system enables CFR to keep work on track, identify best practices that can be shared more widely within the institution, and revise programs and work effort as needed.

CFR would supplement its standard internal review procedures with an external review of the Program on Digital and Cyberspace Policy along the lines of the one conducted with the IIGG program in 2011. This external review would be initiated at the start of the third year of the grant. CFR would ask two or three outside experts to review the program in its entirety and to provide their best judgment of its strengths, weaknesses, accomplishments, and impact. CFR would use the results of this independent review, which would be shared with the Board of the Robina Foundation, to make any necessary course corrections to the work of the program.

**Council on Foreign Relations
Program on Digital and Cyberspace Policy**

	Total	Year 1	Year 2	Year 3	Year 4	Year 5
Program Management						
Program Management Salaries and Benefits <i>Detail</i>	\$ 2,503,279	\$ 476,241	\$ 488,147	\$ 500,351	\$ 512,859	\$ 525,681
Core Program Staff	\$ 1,914,197	\$ 364,170	\$ 373,274	\$ 382,606	\$ 392,171	\$ 401,976
Affiliated CFR Fellows and Staff (7)						
Research Travel	\$ 592,602	\$ 112,770	\$ 115,574	\$ 118,449	\$ 121,395	\$ 124,415
Research, Database, and Equipment Fees	\$ 129,049	\$ 28,600	\$ 24,190	\$ 24,795	\$ 25,415	\$ 26,050
Sub-total Program Management	\$ 5,139,128	\$ 981,781	\$ 1,001,186	\$ 1,026,200	\$ 1,051,840	\$ 1,078,121
Multimedia/Digital						
Expansion of the Global Governance Monitor, Cyber Tracker, and other subsite operating costs	\$ 783,839	\$ 188,000	\$ 145,325	\$ 147,708	\$ 150,151	\$ 152,655
Sub-total Multimedia/Digital	\$ 783,839	\$ 188,000	\$ 145,325	\$ 147,708	\$ 150,151	\$ 152,655
Events						
General Meetings at CFR (6 per year)	\$ 331,298	\$ 63,100	\$ 64,642	\$ 66,221	\$ 67,839	\$ 69,497
Digital Revolution and Foreign Policy Roundtable Series at CFR (12 per year)	\$ 152,424	\$ 29,040	\$ 29,745	\$ 30,467	\$ 31,207	\$ 31,965
Workshop in California (1 per year)	\$ 153,430	\$ 29,370	\$ 30,012	\$ 30,670	\$ 31,344	\$ 32,035
Digital Revolution and Foreign Policy Roundtable Series offsite (12 per year)	\$ 510,915	\$ 97,200	\$ 99,630	\$ 102,121	\$ 104,674	\$ 107,291
Sub-total Events	\$ 1,148,067	\$ 218,710	\$ 224,028	\$ 229,478	\$ 235,063	\$ 240,787
Publications						
Policy Innovation Memoranda (2 per year)	\$ 35,842	\$ 7,083	\$ 7,125	\$ 7,167	\$ 7,211	\$ 7,255
Council Special Reports (2 per year)	\$ 137,370	\$ 26,500	\$ 26,975	\$ 27,462	\$ 27,961	\$ 28,472
Expert Briefs (6 per year)	\$ 44,153	\$ 8,400	\$ 8,610	\$ 8,825	\$ 9,046	\$ 9,272
Editorial Review (10 publications per year)	\$ 56,768	\$ 10,800	\$ 11,070	\$ 11,347	\$ 11,630	\$ 11,921
Sub-total Publications	\$ 274,133	\$ 52,783	\$ 53,780	\$ 54,801	\$ 55,848	\$ 56,921
Outreach and Communications Activities						
Media Outreach and Marketing	\$ 162,946	\$ 31,000	\$ 31,775	\$ 32,569	\$ 33,384	\$ 34,218
CFR Meetings and Outreach Programs	\$ 262,047	\$ 50,000	\$ 51,175	\$ 52,379	\$ 53,614	\$ 54,879
Sub-total Outreach and Communications	\$ 424,994	\$ 81,000	\$ 82,950	\$ 84,949	\$ 86,997	\$ 89,097
External Review Committee	\$ 45,000		\$ -	\$ 45,000		\$ -
TOTAL DIRECT COSTS	\$ 7,815,161	\$ 1,522,274	\$ 1,507,269	\$ 1,588,137	\$ 1,579,900	\$ 1,617,581
Indirect Costs @ 15%	\$ 1,172,274	\$ 228,341	\$ 226,090	\$ 238,221	\$ 236,985	\$ 242,637
TOTAL PROGRAM COSTS	\$ 8,987,435	\$ 1,750,615	\$ 1,733,359	\$ 1,826,357	\$ 1,816,885	\$ 1,860,218

Email to Jim Lindsay re Denial of Cyberspace Proposal

March 11, 2014

Dear Jim,

I spent a few days in Florida following the Robina Board Meeting in New Haven, so I'm a little slow in getting back to you after the Robina Board Meeting.

Robina Board Members and I appreciated your involvement in the meeting, first with Judith to discuss the *Expanded Diversity Initiative in Foreign Policy* and then with Adam Segal to discuss CFR's proposal for the *Program on Digital and Cyberspace Policy*. I know you go back and forth between New York and Washington, so I realize that the side trip to New Haven added on to your busy commuting schedule.

As Kathleen indicated when she welcomed you and Adam to the meeting, Robina Board Members weren't of one mind on how Robina should approach CFR's initiative and Robina support for the initiative. Those differences were evident in the questions Board Members posed to you and Adam and the comments they made, so I suspect you won't be surprised at the Board's decision.

While Board Members recognize the importance of cyberspace and agree with Richard Haass that CFR should be involved in addressing the myriad questions and issues facing the U.S. and the world and is well positioned to recommend policies for the Internet, they aren't convinced that CFR's broad, comprehensive approach is the most effective way to start, particularly with Robina as the sole funder. This uncertainty may be due to Board Members' lack of technical expertise or perhaps the early stage of CFR's development of the initiative. As you indicated, CFR's plans may change as you hire staff, work with other funders, map out strategies and timetables, develop partnerships and engage your two working groups. After a lengthy discussion the following day, which included the concerns you heard (the importance of partners and involvement of non-Americans, the scope and scale of the project), the Board determined that the timing was not right for Robina to fund the current proposal.

We hope to continue to talk with you about CFR's work and may well be open to providing financial support for a program focused on cyberspace in the future. We sincerely appreciate your assistance and patience as we wrestled with how Robina should approach your request. We have learned a great deal during the past six months; our interest and enthusiasm are heightened, but we need more time to identify what, if any, role Robina should play in this field.

Warm regards,

Penny

Penny A. Hunt
Executive Director
Robina Foundation

ROBINA FOUNDATION

TO: Robina Foundation Board of Directors
FROM: Penny Hunt
RE: Governance Discussion and Action: Background Information
DATE: July 30, 2013

Following is background information for the Board discussion of various governance issues:

Robina Board of Directors

- Attachment 1 is a Job Description for Robina Board Members. This was prepared during the early years of the Foundation.
- Size: Robina Foundation Bylaws call for a board of not "fewer than three and no more than seven" Board Members "as determined by resolution of the Board." (Article IV, Section 2)
- Term/Term Limits: Three year term of office: No limit on the number of terms, although "the Founder believed Directors would be more productive if they served no more than three terms." (Bylaws, Article IV, Section 4)
- Composition: Directors: Must be at least 18 years old and no more than 79 when elected to the Board. Need not be a resident of Minnesota or formally affiliated with a Robina Grantee.
- Compensation: At the August 2011 annual meeting the Board reviewed information from the Association of Small Foundations and calculations of time spent working on Foundation matters (Attachment 2) to determine the appropriate level of compensation for service on the Board. The Board approved annual compensation in the amount of \$25,000 retroactive to January 1, 2011. Continuation of that level of compensation was deemed appropriate at the 2012 Annual Meeting.

Attachment 2 also includes information from ASF's 2011 Foundation Operations and Management Report, the most recent such publication.

Officers:

- Term: According to the Bylaws, officers serve at the pleasure of the Board and hold office until their successors are elected or appointed. Two or more offices may be held by the same person. (Article VI, Section 2). At the 2011 Annual Meeting, the board approved a motion setting officers' terms at three years, renewable at the end of each term.

Election of Directors and Officers: Attachment 3 includes a slate for the election of officers and information on the board service of current Board Members.

Conflict of Interest Policy/Board Member Disclosure: Attachment 4.

ROBINA FOUNDATION

JOB DESCRIPTION DIRECTOR, ROBINA FOUNDATION

PURPOSE: To act as a voting member of the Board of Directors of the Robina Foundation, with full authority and responsibility to develop policies, procedures and regulations for the operation of the organization; to monitor Robina's finances, programs, and overall performance; and to provide the President with the resources to meet the needs of Robina and the community it serves.

Title: Director

Term: Three (3) year term, renewable, expiring at the Board of Director's Annual Meeting

Attendance: Attend quarterly Board Meetings, retreats, and special events

Responsibilities:

- Establish policy
- Hire and fire Robina President and CEO
- Monitor finances
- Fill Board vacancies
- Review grants and approve, or disapprove
- Meet with grantees
- Monitor grantees for performance
- Assure finances are adequate for current and long-term commitments
- Review and revise Investment Policy Statement
- Approve spending and Spending Policy Statement
- Review and approve audit
- Assure management has appropriate policies to identify conflicts of interest and is diligently administering and enforcing Board policies, including laws affecting the Robina Foundation
- Read and be prepared to comment on information in the quarterly Board Meeting books
- Provide candid and constructive criticism, advice, and comments

Board Members Can Expect:

- Staff support
- Meeting dates long in advance
- Board Books in advance of meetings
- A positive "Board culture" that allows your contribution to further the mission, vision, and goals of the Robina Foundation

COMPENSATION OF ROBINA BOARD MEMBERS

Alternative Calculations

1. Based on Time

<u>August & February Meetings</u> Preparation: 4 hrs/mtg	3 days/mtg (including travel) 1/2 day/mtg	6 days 1 day
<u>May & November Meetings</u> Preparation: 4 hrs/mtg	2 hours/mtg 1/2 day/mtg	1/2 day 1 day
Conference Calls re: reports + preparation	1 3/4 hours/report	1 1/2 days
Misc. meetings, review of emails, articles, consultation, etc.		3 days

TOTAL: 13 days x \$2000/day = \$26,000

2. Based on Retainer + Meeting Fees

Basic retainer: \$15,000

Meeting Fees:

August and February: \$3,000/mtg: \$6,000

May and November: \$2,000/mtg: \$4,000

TOTAL: \$25,000

Board Meeting: 8/24/2011

Board Compensation

About one-third (36%) of foundations compensate board members for routine board and committee service (distinct from any additional compensation for advisory or staff services). Among those foundations, 54% pay an annual fee to board members, 34% pay per board meeting, 14% compensate per committee meetings, and 12% compensate using a combination of annual and per meeting fees. Foundations with more assets are more likely to compensate board members, as are non-family foundations.

TABLE 3
Board Compensation by Foundation Type and Asset Size

	Type			Asset Size					
	Overall	Family Foundations	Non-Family Foundations	< \$1M	\$1–4.9M	\$5–9.9M	\$10–24.9M	\$25–49.9M	\$50+M
	36%	24%	50%	11%	27%	39%	33%	50%	56%
Overall annual compensation per board member**									
Average	\$8,687	\$6,637	\$9,859	*	\$2,933	\$5,847	\$7,995	\$7,981	\$16,811
Median	\$5,000	\$3,825	\$6,120	*	\$2,325	\$5,075	\$3,750	\$6,000	\$13,000
(n)	(165)	(60)	(105)	*	(22)	(24)	(37)	(37)	(36)
Typical board member receives annual fee only									
Average	\$19,158	\$19,326	\$19,063	*	\$3,891	\$15,712	\$30,115	\$10,650	\$29,333
Median	\$8,200	\$5,000	\$10,000	*	\$3,600	\$7,935	\$8,400	\$9,500	\$20,000
(n)	(92)	(33)	(59)	*	(11)	(14)	(25)	(18)	(18)
Typical board member receives fee per board meeting only									
Average	\$786	\$1,022	\$636	*	\$466	\$506	\$777	\$771	\$1,527
Median	\$500	\$750	\$488	*	\$300	\$450	\$700	\$675	\$1,000
(n)	(59)	(25)	(36)	*	(11)	(9)	(12)	(12)	(11)
Compensation per committee meeting									
Average	\$464	*	\$485	*	*	*	\$596	*	\$469
Median	\$375	*	\$338	*	*	*	\$425	*	\$375
(n)	(23)	*	(18)	*	*	*	(7)	*	(8)

* Insufficient data (five or fewer cases) to report

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

Expense Reimbursement

Nearly three-quarters (74%) of foundations reimburse board members for expenses incurred while on foundation business (e.g., travel, hotel accommodations, meals). Foundations with more assets reimburse board members more frequently.

TABLE 4

Expense Reimbursement by Foundation Type and Asset Size

Overall	Type		Asset Size					
	Family Foundations	Non-Family Foundations	< \$1M	\$1–4.9M	\$5–9.9M	\$10–24.9M	\$25–49.9M	\$50+M
74%	74%	74%	55%	70%	79%	74%	83%	82%

Discretionary Grantmaking

Forty-three percent (43%) of foundations allow their board chairs to make discretionary grants, 36% allow other board members to make discretionary grants, and 32% allow their CEO/top administrators to make such grants. Discretionary grant dollars awarded are typically \$13,500 among board chairs and \$10,000 among CEO/top administrators and other board members.

TABLE 5

Discretionary Grantmaking

	Percentage of Foundations Allowing Discretionary Grants	Median Maximum Amount of Discretionary Grants Allowed
By the board chair	43%	\$13,500
By board member(s) other than the board chair	36	\$10,000
By the CEO/top administrator	32	\$10,000

ROBINA FOUNDATION

BOARD OF DIRECTORS MEETING

August 14, 2013

DIRECTORS AND OFFICERS

TERM OF OFFICE FOR BOARD OF DIRECTORS - Action

- Election to fourth term (9/1/13 – 8/31/16) – Gordy Aamoth and Steve Schroeder

ELECTION OF OFFICERS and EXECUTIVE DIRECTOR – Action

- Chair – Kathleen Blatz
- Vice Chair – Steve Schroeder
- Treasurer – New Board Member
- Secretary – Susan Berresford
- Executive Director – Penny Hunt

Name/Office	1st Term	2 nd Term	3 rd Term	4 th Term
Gordon Aamoth	9/1/04 – 8/31/07	9/1/07 – 8/31/10	9/1/10 – 8/31/13	9/1/13 – 8/31/16
Susan Berresford Secretary	9/1/11 – 8/31/14 (1)			
Kathleen Blatz Chair	9/1/11 – 8/31/14 (2)			
Peter Karoff	12/1/06 – 8/31/09	9/1/09 – 8/31/12	9/1/12 – 8/31/15	
Steven Schroeder Vice Chair	9/1/04 – 8/31/07	9/1/07 – 8/31/10	9/1/10 – 8/31/13	9/1/13 – 8/31/16

(1) Berresford served an initial partial term from 4/1/11 – 8/31/11.

(2) Blatz served an initial partial term from 2/24/10 – 8/31/11.

“The term of office for a Director shall be three (3) years and there is no limitation on the number of times that an individual may be elected Director; however, in electing Directors, the Board shall consider that the Founder believed Directors would be more productive if they served no more than three terms.”

ROBINA FOUNDATION

Director and Officer Conflicts of Interest Policies & Procedures

Definitions

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

Board: the Foundation's Board of Directors.

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

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

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

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

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

(a) a Responsible Person or Family Member; or

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

Policies

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

Contracts and Transactions

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

Gifts and Entertainment

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

Confidentiality

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

Procedures

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

Reporting Conflicts of Interest

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

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

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

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

Review of Conflicted Transactions

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

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

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

Noncompliance

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

Review of Policies and Procedures; Annual Disclosure

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

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

Adopted by the Board of Directors on August 28, 2007

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**Robina Foundation
2013 Board Meeting Dates**

DATE (2013)	PLACE/TIME
February 25-27, 2013 (Mon, Tues, Wed) New York City 5 East 66 th Street, NYC 10065 Phone: 212-737-7100 Website: www.lotosclub.org	New York City – The Lotos Club Monday, February 25 – 6:30 p.m. Dinner (7 a.m. to 10:30 a.m. Continental Breakfast in Grill Room) Tuesday, February 26 – 8:00 a.m. – 4:00 p.m. Tuesday, February 26 – 6:00 p.m. Dinner Wednesday, February 27 – 8:00 a.m. to 12 noon
May 14, 2013 (Tuesday) Conference Call	9:30 a.m. to 11:30 a.m. (CDT)
August 12-14, 2013 (Mon, Tues, Wed) Annual Meeting Faegre Baker Daniels Offices Minneapolis, Minnesota	Minneapolis, MN Monday, August 12 – 6:00 p.m. Dinner (CDT) Tuesday, August 13 – 8:00 a.m. to 5:00 p.m. (CDT) Tuesday, August 13 – 5:30 p.m. Dinner Wednesday, August 14 – 8:00 a.m. to 12 noon (CDT)
November 12, 2013 (Tuesday) Conference Call	10:00 a.m. to 12 noon (CST)

Robina Foundation 2014 Board Meeting Dates

DATE (2014)	PLACE/TIME
March 3-5, 2014 (Mon, Tues, Wed) Yale University Lodging: The Study	Yale University Monday, March 3 – 6:30 p.m. Dinner (EST) Tuesday, March 4 – 8:00 a.m. – 4:00 p.m. (EST) Tuesday, March 4 – 6:00 p.m. Dinner (EST) Wednesday, March 5 – 8:00 a.m. to 12 noon (EST)
May 13, 2014 (Tuesday) Conference Call	10 a.m. to 12 noon (CDT)
August 11-13, 2014 (Mon, Tues, Wed) Annual Meeting Minneapolis, Minnesota	Minneapolis, MN Monday, August 11 – 6:00 p.m. Dinner (CDT) Tuesday, August 12 – 8:00 a.m. to 4:00 p.m. (CDT) Tuesday, August 12 – 6:00 p.m. Dinner Wednesday, August 13 – 8:00 a.m. to 12 noon (CDT)
November 13, 2014 (Thursday) Conference Call	10:00 a.m. to 12 noon (CST)

Calendar for year 2014 (United States)

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

Holidays and Observances:

Jan 1 New Year's Day	Sep 1 Labor Day
Jan 20 Martin Luther King Day	Oct 13 Columbus Day (Most regions)
Feb 14 Valentine's Day	Oct 31 Halloween
Feb 17 Presidents' Day	Nov 11 Veterans Day
Apr 20 Easter Sunday	Nov 27 Thanksgiving Day
May 11 Mother's Day	Dec 24 Christmas Eve
May 26 Memorial Day	Dec 25 Christmas Day
Jun 15 Father's Day	Dec 31 New Year's Eve
Jul 4 Independence Day	