



[Robina Foundation](#)

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PENNY HUNT

ROBINA FOUNDATION
Annual Board Meeting

August 31 – September 2, 2015
Minneapolis, Minnesota

ROBINA FOUNDATION

TO: Kathleen Blatz

FROM: Penny Hunt

RE: Robina Grantmaking

DATE: August 13, 2015

Background

Following is a summary of various discussions and actions by the Robina Board regarding the Foundation's grantmaking to help put the upcoming discussion in context.

From time to time since the beginning of the 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 support of the four Robina Grantees. (2005-2006)
- Approximately equal multi-year grants awarded to each of the Robina Grantees. (2008 – 2012)
- The decision that the 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. (2010)
- Development of a framework for the Foundation's grantmaking that describes the Foundation's general criteria for grants, purpose, restrictions, etc. (2011)
- Approval of Phase 2 multi-year grants. (2011)
- Endowment of the Binger Center for New Theatre at Yale School of Drama (2012)

- Request that Robina Grantees and Board Members submit “big, bold ideas” for the Foundation’s future grant program (August 2012)
- Determination that “big, bold ideas” presented failed to provide a clear path for the Foundation. (November 2012)
- Discussion that clarified some questions but failed to knit the views of Board Members together into “guiding principles” or an approach for the future. (February 2013)
- Pause in the Foundation’s planning following Tom Crosby’s death and the addition of new Board Members. (2013 – 2014)
- Development of “Guiding Principles” for Robina Grantmaking (Fall 2014)
- Decision to conduct a yearlong “Listening Tour” based on the Guiding Principles, with results to be discussed at 2015 Annual Meeting. (2014 – 2015)

2015 Grant Discussion

Ideas to frame the discussion

- Board developed Guiding Principles and conducted the Listening Tour to increase understanding of Robina Grantees’ priorities and their fit with Robina’s Guiding Principles in order to plot the future of Robina’s grant program.
- Time to step back and review all that we learned during the Listening Tour meetings.

Goals

- Set priorities for the future and/or identify initiatives meriting consideration of a full proposal;
- Develop timetable for submission and consideration of proposals;
- Determine messages for Robina Grantees.

ROBINA FOUNDATION LISTENING TOUR
Messages for Robina Grantees
September 2015

Key messages for all Robina Grantees

- Robina Board appreciated Robina Grantees' participation in the Foundation's Listening Tour that helped the Board learn more about each organization's priorities and needs.
- During the August board meeting the Board reviewed all of the ideas presented during the Listening Tour meetings and decided which initiatives it would continue to consider.
- We're in the process of updating all grantees and moving forward with the prospect of sunseting the Foundation in the future.

Yale University

Overall messages for Patty Pedersen

- Appreciated the opportunity to learn more about Yale's (and President Salovey's) very interesting key initiatives and understand their value for Yale and the broader society.
- While all of the initiatives we learned about have merit, the Board concluded that it is interested in discussing new support for the Gilder Center and continued support for human rights programming at Yale Law School.

Gilder Lehman Center (Request: \$1.2M payable over 3 years)

- Very interesting, important and timely program
- Thoughtful, skilled director
- Potential for impact without a major investment
- Willing to consider funding now: request full proposal for consideration at November 19 board meeting

Questions to be addressed in proposal:

- Budget
- Long-term plans: succession of leadership; development of programs
- Use of website

Yale Law School (Request: annual support of \$1M or endowment of up to \$20M)

- Enthusiastic about all aspects of the current package of programs in the Robina-funded initiative;
- Interested in understanding how to ensure that the program and long-term leadership for the program are enduring through an endowment including a match of funds Robina might provide;
- Understand that assembling an endowment would take some time, so if YLS is interested in discussing how that might be possible, Robina is willing to provide an annual funding bridge of up to \$1M.
- Continuation of the Robina name on the initiative is not essential
- Specific allocation of funds to COAP, etc. is not essential to Robina

Questions:

- How could a match be raised for dollars Robina might give?

- How much outside support does YLS raise each year?
- How does funding for YLS fit into overall Yale funding?
- Is Yale undertaking a capital campaign (or considering a campaign)? If so, is YLS part of the campaign?

Council on Foreign Relations

Overall messages

- Although Board Members were impressed with the initiatives discussed during the Listening Tour and the leaders driving the various initiatives, not interested in moving forward on any of the specific proposals discussed.
- Plan to end funding of IIGG with payment in 2016: believe that Robina's 9 years of funding (total: \$18.3M) has: 1) successfully established IIGG at the core of CFR so that the initiative will achieve significant internal priority to warrant being sustained; 2) permitted CFR to reach out in new ways (e.g. CoC) and 3) expanded the way CFR operates.
- In addition to a review of the Listening Tour meetings, the Robina Board discussed the outside evaluation of diversity initiatives supported by the Foundation. Robina will follow up to discuss the evaluation of CFR diversity initiatives and CFR plans for the future.

CFR's Capital Campaign: \$125M - \$150M campaign to celebrate CFR's 100th Anniversary in 2021

Robina is interested in learning more about the campaign. Information on the campaign in advance of Robina's Nov. 19 board meeting would help Robina Board determine whether and how Robina might participate in the campaign.

- What is current status?
- Have any donors come forward at this point?
- Will campaign include naming opportunities?
- Open to suggestions?

Allina / LifeCourse

(Request: \$25 M payable over 5 years beginning in 2016)

Overall messages

- Recognize the importance of the issue of late-in-life care, the timeliness of the LifeCourse initiative and the uniqueness of LifeCourse's Care Guides as evidenced in the Environmental Scan conducted by TidesWell
- Recognize the quality of LifeCourse leadership and the value of Penny Wheeler's commitment to the initiative and visibility as the initiative's key spokesperson
BUT
- Not prepared to make a decision now about additional funding for LifeCourse
- Pause to await the evaluation currently underway by the Improve Group designed to help Robina and Allina understand the implementation of the initiative to date and potential for the future.

The Robina Board is trying to understand the impact of the initiative, how it is viewed by Allina, timing of results, etc. As we currently understand the expectations, Robina is being asked to consider a total of \$40 million for the program – a very large sum (considerably larger than support provided to any other initiative). Given that, the Board needs to understand better what might be achieved with that investment.

The board is interested in discussing this with LifeCourse leadership at its November 19 meeting. In advance of the meeting, the following information would help the Board prepare for the discussion:

- Update on outcomes from work to date: is the study complete? Cost to date? Cost savings? Is further proof of concept required?
- Positioning of initiative within Allina; buy-in from Allina as evidenced by funding for the initiative and integration into Allina operations
- What are Allina's timing and plans for sustainability and picking up the cost?
- Projected timing of adoption by system
- Date when current funding will be fully expended

(The improve Group will be asked to cover the following in the evaluation to the extent possible:

- Information on how LifeCourse achieves 24/7 coverage
- Reasons for attrition
- Use of volunteers
- Cost savings
- Allina support
- Level of involvement of National Advisory Committee (role, attendance at meetings, how committee members have interacted as a group with Penny and the LifeCourse team, what they have contributed and what plans there are to have them look at the results, plans for the future, etc.)

University of Minnesota Law School

Center for New Americans (Request: \$25 M endowment. Current commitment ends in 2016)

Very impressed with progress to date:

- strong leadership of the Center
- unique nature of the Center
- remarkable commitment of non-profit and law firm partners
- rapid development of clinics and outreach into the University and the community
- ability to respond quickly to the changing issues in immigration law
- potential to elevate the national reputation of the Law School.

Regarding endowment of Center:

- Although everything looks promising and Robina is open (?) to sustaining the Center in the near-term (definition of near-term?), it is too early for the Foundation to consider endowing the Center.
- Consideration could take place after two more years. (Check to see if we developed benchmarks for year 3 and 4. If so, mention that want to see the performance of the Center vis-à-vis the benchmarks.)
- Consideration of an endowment would need to involve discussion of a match of Robina funds. (Note: at a future date, Robina might be able to assist the U by introducing the Center to other funders. No mention of that at this point.)

Question: How does the Center fit into the Law School's strategic plan?

Public Interest Scholarships (Request: \$3.9M payable over 5 years. Last payment on current commitment will be paid in 2016)

Robina is willing to consider additional support for PIS, with the understanding that Robina's current funding is available to support students entering this year.

Questions:

- What are plans to sustain this initiative after Robina sunsets?
- Robina is currently committed to provide \$804,188 in 2016; would new funding begin in 2017?
- Correct that a commitment for a 5-year grant beginning in 2017 would support students entering between 2016 and 2018?

Scholarships (Request: \$250K per year for 5 years. Current funding ends in 2016)

- Robina is willing to consider additional funding
- Correct that additional funding would begin in 2017?
- Would Law School continue to use Robina funding as a match for other funding?

Capacity-Building Grant

Robina admires the Dean's work and leadership of the Law School during difficult, challenging times and would like to find ways to fortify his efforts to keep the Law School at a high level of effectiveness and distinction. One way Robina might do that is through a capacity-building grant to expand the Law School's ability to reach out to funders and alums.

- Would this be helpful?
- Is there another way Robina could help him succeed?

Discuss with Dean at the appropriate time.

University of Minnesota Capital Campaign

- How do financial needs of the Law School fit into the fundraising of the U of M?
- Is funding for the Law School part of an upcoming campaign?

ROBINA FOUNDATION

TO: Robina Board of Directors
FROM: Penny Hunt
RE: August/September 2015 Board Meeting

To judge by the size and weight of the pre-reading material for Robina Foundation's 2015 Annual Meeting, we are in for a heavy meeting! Actually, I think when the meeting ends, we'll describe it as interesting, challenging, provocative, and, hopefully, productive. Well worth the hours you will spend preparing for the meeting!

We divided the material into two notebooks: the basic, standard Board Book and a book with material related to the Board's year-long "Listening Tour." The Listening Tour book includes all of the material we have received in connection with discussions with Robina Grantees. Clearly Yale wins the award for providing the most material!

Since we won't have in-person discussions with the University of Minnesota Law School and Allina as we have in the past, we should have plenty of time to talk about what we learned during the Listening Tour and Robina's future grantmaking. We'll begin that discussion at our dinner on Monday night.

I hope the material is fairly self-explanatory, but please feel free to contact me if you have questions or concerns. I look forward to seeing all of you and am delighted that everyone is able to attend!

MONDAY, August 31

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

7:30 a.m.	Continental Breakfast at Faegre Baker Daniels
8:00 a.m.	Board of Directors' Meeting at Faegre Baker Daniels – see Agenda
5:30 p.m.	Transportation for Berresford, Karoff, Schroeder to Vincent's,
6:00 p.m.	Dinner at Vincent's Restaurant (1100 Nicollet Mall, 612-630-1189)
8:30/9:00 p.m.	Berresford, Karoff, Schroeder back to the Minneapolis Club
Lodging:	Berresford, Karoff, Schroeder - Minneapolis Club

7:30 a.m.	Continental Breakfast 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, September 1, 2015

TIME	Faegre Baker Daniels Office 2200 Wells Fargo Center, 90 South 7 th Street, Minneapolis, MN 55402, Phone: 612-766-7089 (Go to 22 nd floor and receptionist will direct you to the room.)	Tab#
7:30 a.m.	Continental Breakfast	
8:00 a.m.	Welcome and Call to Order – Blatz	
8:05 a.m.	Minutes from May 12, 2015 Board Meeting – Berresford – Action	1
8:10 a.m.	Executive Director's Report - Hunt	2
8:20 a.m.	Foundation Finances - USbank: ➤ Guests: Jerry Anderson, Jon Gennaro, Ben Webster ➤ Investment Policy Statement - Action - Investment Consultant ➤ Guest: Mike Sullivan ➤ Quarterly Report (2nd Quarter 2015) ➤ Assets and Grants/Assets Detail	3 4
9:00 a.m.	Break	
9:20 a.m.	Reports Council on Foreign Relations: <i>IIGG</i> Annual Report University of Minnesota Law School: <i>Center for New Americans</i> Annual Report Yale School of Drama: <i>Binger Center for New Theatre</i> Annual Report Council on Foreign Relations: Evaluation of <i>Expanded Diversity Initiatives</i> Humanity in Action: Funding Request – Possible Action	5 6 7 8
10:20 p.m.	Grantmaking Discussion	Listening Tour Book
12 noon	Lunch	
12:45 p.m.	Continuation of Grantmaking Discussion	Listening Tour Book
4:30 p.m.	Adjournment	

Robina Foundation Board of Directors' Annual Meeting
Wednesday, September 2, 2015

[illegible]

1	MINUTES May 12, 2015
2	EXECUTIVE DIRECTOR'S REPORT
3	FOUNDATION FINANCES USbank
4	FOUNDATION FINANCES Investment Consultant
5	REPORTS Council on Foreign Relations <i>IIGG Annual Report</i>
6	REPORTS University of Minnesota Law School <i>Center for New Americans Annual Report</i>
7	REPORTS Yale School of Drama <i>Binger Center for New Theatre Annual Report</i>
8	REPORTS Council on Foreign Relations <i>Evaluation of Expanded Diversity Initiatives</i> Humanity in Action Funding Request
9	GOVERNANCE DISCUSSION
10	MEETING DATES

**Robina Foundation
Meeting Minutes
May 12, 2015**

A meeting of the Board of Directors of the Robina Foundation, a Minnesota nonprofit corporation, was held on May 12, 2015, via conference call.

Directors present: Susan Berresford, Kathleen Blatz, Peter Karoff, Steve Lewis, Marianne Short and Steven Schroeder.

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

Tara Borman of OfficeTeam was present and served as recorder.

Welcome and Call to Order

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

Minutes of March 3–4, 2015

A motion made and seconded to approve the Minutes of the March 3-4, 2015 meeting included in the Board Book 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, including work on the evaluations of the Council on Foreign Relations' *Diversity* initiatives and Allina's *LifeCourse* initiative. Hunt and Karoff discussed Karoff's conversation with Jim Silk about Yale Law School's human rights programming. Per Karoff, Silk has "all his sails up" and is happy with his relationship with Dean Post and his autonomy to conduct the Law School's human rights programming. Silk is energized about promoting human rights issues and programming across Yale.

Hunt updated the Board on plans to sell the 301 Clifton Avenue condominium owned by the Foundation subject to the life estate of Marion Bazal as part of the Foundation's intent to sell illiquid assets to have asset value available for grants to Robina Grantees.

After discussion of the process to sell the unit,

A motion made and seconded to authorize Blatz and Hunt to act on behalf of the Foundation to sign all agreements and documents to carry out the sale of the 301 Clifton Avenue Unit 2A was approved unanimously by the Board.

Treasurer's Report

During the discussion of Mike Sullivan's 1st Quarter Financial Report, Board Members raised questions requiring follow-up with Sullivan and USBank at the next meeting:

- What is the likely timeframe to liquidate the Foundation's illiquid assets?
- Will the bond ladder be implemented and, if so, in what amount of time?

- What would be the impact of annual distributions of a specified amount each year for the next eight years and what changes would Sullivan and USbank recommend to accommodate that timeframe?
- Can Sullivan and/or USbank perform a "stress test" to consider the impact of a 10% corrected market on the Foundation's assets and ability to meet its commitments?

Lewis agreed to discuss these questions with Sullivan and USbank so that they can respond to the Board at the September meeting.

Lewis noted that Board action on the investment policy included in the Board Book will take place at the September meeting.

Grant Program - Reports

University of Minnesota Law School: *Public Interest Scholars* Annual Report

Board Members asked Hunt to follow up with the Law School to clarify whether current Robina funding of the *Public Interest Scholars* program ends with students entering in the fall 2014 or 2015 and to learn the Law School's current tuition and the average debt of students who take out loans to finance their attendance at law school.

Yale Law School: *Human Rights Fellowship Initiative* Annual Report and *Assessment*

After reviewing the report and assessment, Board Members asked Hunt to follow up with YLS to learn the following:

- YLS tuition and average debt at graduation;
- YLS's use of federal loan programs;
- Reason for increased need for COAP;
- Post-graduate Fellowships: the amount of the stipend through the Robina *Human Rights Fellowship Initiative* and compensation from organizations where fellows work;
- How YLS assesses the impact of students' involvement in YLS human rights programming.

"Listening Tour" Debrief

Before Board Members discussed the recent Listening Tour meetings with Allina and the University of Minnesota Law School, Blatz thanked the entire Board for participating in the lengthy meetings, which will help inform the Board's decisions concerning future funding. The Board's debrief included the following:

Abbott Northwestern Hospital / Allina: *LifeCourse*

Pluses:

- End-of-life care is a hugely important issue; *LifeCourse* could make a big difference;
- Overall initiative is well thought-out; looks promising - this could be a real winner;
- Impressive, talented team willing to make corrections;
- Involved national board working closely with *LifeCourse* leadership team;
- Involvement of Penny Wheeler as visible spokesperson.

Concerns:

- Need clear proof of concept before major expansion effort;

- No clear goals and successful approach to increase the diversity of the initiative despite Robina prodding and questions;
- Continue to have questions about communications and outreach strategies;
- Need additional information about efforts made and goals, including detailed plan to overcome historic issues.

University of Minnesota: *Center for New Americans*

- Fabulous, imaginative, comprehensive program;
- Effective leveraging of resources within the Law School, the University and the community;
- Determined staff is "hitting on all cylinders";
- Potential for profound impact on students' lives, as well as on immigration law and the Twin Cities' immigrant community;
- Remarkable execution since the idea first presented.

Other Business

Board Members discussed plans for the upcoming annual meeting in early September. Blatz emphasized the importance of the meeting since all of the programs discussed during Listening Tour meetings with Robina Grantees will be reviewed at the meeting, and the Board will discuss timing for future decisions. Board Members were asked to continue to hold November 19 for an all-day meeting, if needed.

Adjournment

There being no other business, the meeting was adjourned.

Respectfully Submitted,

Susan Berresford, Secretary

Date

**ROBINA FOUNDATION
BOARD OF DIRECTORS MEETING
September 1, 2015
EXECUTIVE DIRECTOR'S REPORT**

Follow-up to May Board Meeting

As always, much of my time since we met in May has been spent on follow-up to Board actions at that meeting and preparation for this year's Annual Meeting. This work included engaging outside consultants to assist the Robina Board's consideration of the Council on Foreign Relations' and Humanity in Action's diversity initiatives and Allina's *LifeCourse* program:

- Joan Dassin evaluated the diversity activities of CFR and HIA. Her report is found at Tab 8 in the Board Book. Thanks to Susan for suggesting that I contact Joan about the evaluation.
- Tideswell at UCSF conducted an "environmental scan" of initiatives similar to *LifeCourse* to help the Board put *LifeCourse* in the context of other activities in the field. The environmental scan is found at Tab 3 in the Listening Tour Notebook. Directed by Christine Ritchie, MD, MSPH, Tideswell at UCSF is a research group within UCSF's School of Medicine's Department of Medicine, Division of Geriatrics. Thanks to Steve Schroeder for suggesting that I contact Dr. Ritchie about the environmental scan.
- The Improve Group is conducting an evaluation of the implementation of *LifeCourse*, which will be submitted by October 1. (The Improve Group is a Twin-Cities based organization providing evaluation, research, capacity-building, needs assessment, strategic planning, and policy and systems thinking for organizations locally, nationally, and internationally.)

Allina / LifeCourse Community Outreach

On June 3 Steve Lewis and I attended an event organized by Allina/*LifeCourse* and Twin Cities Public Television to engage community leaders in a conversation about late life care. Key stakeholders provided initial thoughts in a conversation with Cathy Wurzer of TPT followed by a dialogue around "How are we as leaders re-thinking and re-working our approaches to late life issues in the community?" The conversations, which were recorded for later use by TPT, served as a step in Allina's planning and outreach in the community.

This event followed events in March and April to stimulate further conversations about late life care.

On August 16, KMOJ broadcast a live show featuring audio from the Community Conversation event held in North Minneapolis in April. The show, which was hosted by Freddie Bell (KMOJ personality) and Atum Assahir (Cultural Wellness Center), included guests Vivian Anugwom (LifeCourse Research Coordinator) and Scott Curran (LifeCourse Social Worker), who shared insights from their work with LifeCourse and in the community, excerpts from KMOJ interviews with people who shared their experience with serious illness and discussion among the hosts, guest, and callers.

On September 18, Allina Health and *LifeCourse* will sponsor a conversation with Atul Gawande, author of Being Mortal, presented by Minnesota Network for Hospice and Palliative Care. TPT will broadcast the event sometime this fall.

On November 19 TPT/*LifeCourse* will again host an early evening event to showcase a few notable initiatives caring and supporting people later in life. (The Robina Board Meeting is scheduled for that day, but perhaps some Board Members will be able to attend the evening event. I will keep you posted on plans.)

University of Minnesota Law School

Center for New Americans

Attachment 1 is information from David Wippman about a surprising turn in the Mellouli case.

Robina Institute on Criminal Law and Criminal Justice

In 2013, the Robina Board approved a five-year grant totaling ~\$4.4 million to support "Sentencing Enhancements" as part of the Robina Institute on Criminal Law and Criminal Justice. The Robina grant called for the Board to review the implementation of the enhancements in 2015 using the Law School's Timeline and Deliverables, with payments for years four and five to be provided assuming satisfactory progress.

Kathleen and I asked Dean Wippman whether he wanted to provide information on the work of the Institute at this Board Meeting or at the November meeting. After consulting with Kevin Reitz and Richard Frase, leaders of the Sentencing Enhancements, Dean Wippman indicated that information at the November meeting is preferable, primarily because so much of the work on the enhancements is coming to a head this summer and fall. Kathleen and I explained that the Board has not yet resolved the length and format of the November meeting, but indicated that we would work to structure the agenda to provide ample time for discussion of the Enhancements with leaders of the initiative in person or on the phone.

Yale Law School

When Yale Law School submitted its annual report in May, it was not possible to include the FY15 Final 2015 Expense Budget because the year did not end until June 30, 2015. Attachment 2 is the final budget. You will note that the \$118,823 will be carried forward to 2016. This represents carry-forward from 2014 when funding for Visiting Fellows was not fully utilized.

301 Clifton Avenue Condo (Bazal Condo)

We experienced a bit of a roller coaster ride in discussions with Kilty Mahoney, Marion Bazal's daughter, concerning the sale of the condo, not because Kilty didn't agree that it makes sense, but because Marion changed her mind about the sale several times. Finally, in July Kilty, as her mother's Attorney in Fact, executed an agreement under which Marion relinquished her life estate in Unit 2A and Garage Unit G27, in exchange for an 8.287% interest in the "Net Sales Proceeds" received by Robina in connection with the sale of the Units. Ms. Bazal agreed to remove her furniture and personal property from the condo by August 15.

I am working with a realtor to put the condo on the market.

ATTACHMENT 1

From: David Wippman <dwippman@umn.edu>

Subject: Mellouli

Date: August 5, 2015 at 9:18:25 AM CDT

To: Kathleen Blatz <kathleenblatz@msn.com>, Penny Hunt <pennhunt@gmail.com>

Cc: Benjamin Casper <caspe010@umn.edu>, Jacqueline Jones <jone1045@umn.edu>

Kathleen, Penny,

Our second annual report on the Center for New Americans will be coming in a couple weeks, but I wanted to update you now about an unexpected development in the Mellouli case. As you know, the Supreme Court's 7-2 decision sided decisively with Mr. Mellouli, reversed the Eighth Circuit Court of Appeals, and held that Mellouli's removal from the United States was unlawful. We were very pleased with the Supreme Court's ruling because it so emphatically rejected the government's overly punitive reading of US immigration law, and it prohibited the permanent deportation of productive residents like Mr. Mellouli who are convicted under certain state laws for the most minor drug paraphernalia offenses. We were also happy with the Supreme Court's holding that immigration officials may not deport immigrants on the basis of factual allegations leveled but never admitted or proven in the course of minor drug prosecutions like Mr. Mellouli's.

So we were very surprised on July 6th when the Eighth Circuit issued an extraordinary new judgment reopening the case on its own motion and sending it back down to a lower immigration court with a suggestion that the lower court could conduct further review to determine whether facts outside of Mr. Mellouli's record of criminal conviction might yet justify his deportation. This judgment came from the same three judges whose prior decision the Supreme Court just reversed. Ben and Kate have evaluated the new Eighth Circuit ruling with our partners at Faegre and can see no room in the Supreme Court's decision for the step taken by the Eighth Circuit. Indeed, the government even filed its own motion with the lower immigration court in the wake of the Eighth Circuit's surprise ruling, stating that the lower immigration court should terminate the case rather than reexamine it. The Eighth Circuit's new judgment was crafted in a very technical way to apply narrowly to Mr. Mellouli, it appears designed to affect him individually, and it does not appear to call the Supreme Court's key holdings into doubt with respect to other immigrants. (A copy of the Court's order is attached.)

To make a long story short, our team has concluded that to fully protect Mr. Mellouli's rights under the Supreme Court ruling, he should not rely on the government's offer that the lower immigration court merely terminate his case, because this would not refute the Eighth Circuit's flawed decision with the necessary authority and finality. Instead, after consulting with Mr. Mellouli, the team has decided that the best option is to ask all eleven members of the full Eighth Circuit Court to step in and correct the three judge panel, and, if that fails, to ask the Supreme Court to order the Eighth Circuit to withdraw its new judgment and honor the terms of the Supreme Court's opinion.

It is unclear how much time it will take to work through this wrinkle for Mr. Mellouli; it could be weeks on the short end and but more likely some months. It is possible the government could take our side before the Eighth Circuit. While Mr. Mellouli was of course disappointed by the complication, as we are, a saving grace is that he is employed as a professor abroad and the terms of his contract made it likely he would need to wait some months before returning to the United States anyway.

I know Ben and Kate would be happy to field any follow up questions you might have.

All best regards, David

ATTACHMENT 2

Robina FY15 Final Expense Report, July 2015

Income:

\$ 1,000,000 Award for FY15
\$ 134,837 Balance forward from FY 14

Total: \$ 1,134,837

Expenses:

	Original Budget	Reported as of 3/31/2015	Actuals as of 6/30/15	
Robina Human Rights Scholarships	\$ 250,000	\$ 252,415	\$ 252,415	
Robina Summer Fellowships & Travel Support	\$ 200,000	\$ -	\$ 151,125	*76,617.54 of the summer FY15 fellowships was disbursed in FY14
Robina Post-Graduate Fellowships	\$ 180,000	\$ 271,315	\$ 286,065	
Robina Visiting Fellows	\$ 185,000	\$ 125,764	\$ 150,853	
Robina Human Rights Initiative Administration	\$ 65,000	\$ 61,602	\$ 82,735	includes Robina Coordinator and 25% of Schell Center Exec. Director
Human Rights Clinical Ed Innovation & Field Missions	\$ 50,000	\$ 11,872	\$ 22,120	
Outreach & Associated Expenses	\$ 70,000	\$ 5,688	\$ 70,702	*49,388 spent on Art and Human Rights Initiative
Total:	\$ 1,000,000	\$ 728,654	\$ 1,016,014	
Balance carried forward to FY16			\$ 118,823	

The Private Client Reserve of U.S. Bank

INVESTMENT POLICY STATEMENT

For

Robina Foundation

Prepared by

Jerry Anderson, Senior Vice President
Jon Gennaro, Senior Portfolio Manager
(With consultation of Mike Sullivan, Indigo Consulting, Inc.)

August 4, 2015



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I. Foundation Mandate and Investment Management

A. Foundation Mandate

The Robina Foundation (“the foundation”) was created out of the of James H. Binger Estate on June 9, 2004 and under the bylaws of the foundation, it was established primarily to provide for the following non-profit institutions: (a) Abbott Northwestern Hospital; (b) the Council on Foreign Relations; (c) the University of Minnesota Law School; and (d) Yale University. When making distributions in support of the foundation’s charitable objectives, the board is asked to consider the following principles: (a) encouragement of innovation and creativity; (b) emphasis on forward-thinking projects and initiatives; (c) emphasis on major projects and initiatives; and (d) methods of proceeding. James H. Binger believed that the board would be able to achieve the foundation’s charitable goals within approximately 20 years of his death (November 3, 2004), the year 2024.

The Robina board of directors (“the board”) has named U.S. Bank (“the manager”) as their agent to provide investment management and certain administrative services to the foundation. The directors also hired Michael Sullivan (“the consultant”) as investment consultant to assist with the development of investment strategy. After consultation with the board, the manager and consultant developed an investment plan to distribute all of the foundation assets to the beneficiaries as directed by the board by 2025, just slightly beyond the time horizon set forth by the founder. That investment policy was approved in August of 2011.

The board is implementing this 2015 investment policy for the following reasons: (1) Since 2008, the board has made distributions that averaged \$11,720,000/year, including an \$18,000.0000 gift to Yale University in 2012; (2) this revised investment strategy is based upon a target date of 12/31/2022; and (3) the interest rate on U.S. Treasury obligations remain far below long-term historical averages.

This investment policy statement was developed with deliberate consideration of the standards set forth in the Prudent Investor Act (“the Act”). Essentially, this Act requires that the board invest and manage the foundation portfolio as a prudent investor would, by considering the purposes, terms, distribution requirements and other circumstances of the foundation. In satisfying this standard, the board shall exercise reasonable care, skill and caution.

B. Investment Management

Investment Strategy

The investment strategy is designed to fulfill the unique philanthropic vision of James H. Binger by maximizing the distributions to the named non-profit organizations and other charities over the expected remaining 8 year life of the foundation, without taking excessive risk. The strategy is based on a portfolio segregation concept that aligns distribution objectives and time horizon with the investment risks of the portfolio.

The foundation’s portfolio includes three distinct investment pools: (1) cash and cash equivalents; (2) fixed income; and (3) equity and market risk portfolio. The first pool will fund the foundation’s current year distribution and operating expenses over a rolling one year investment horizon. As a result, investment risks will be minimized through cash and cash equivalent investments. The second pool is also designed to meet distribution and operating expense needs beyond the next year, on a rolling four year basis. Given the short to medium term horizon and need for capital stability, this pool will be conservatively managed through a diversified portfolio of fixed income securities, including investment grade, high yield, and alternative strategies. The final pool will be managed for medium to longer term distribution objectives and is expected to deliver modest growth to the collective foundation portfolio and be invested in a diversified equity portfolio, including alternative strategies.

Management of the three investment pools will be dynamic and integrated as assets are completely distributed over the 8 year expected remaining term of the foundation. As time passes and the investment horizon dissipates, risk tolerance will also decline and investment risk exposures in the portfolio will be reduced. These changes will be reflected in the foundation's overall asset allocation plan which (in 2014) is characterized as conservatively balanced. As the foundation approaches expected final distribution and termination at or near the end of 2022, the equity component will gradually be reduced until in 2018, the fixed income and cash equivalent components are expected to comprise the entire portfolio.

From a rebalancing perspective, the three pool design provides flexibility in terms of managing market risks and smoothing the impact of volatility on the foundation's portfolio value and associated distributions. During years with normal market performance, components of the equity portfolio will be strategically liquidated to make grants and pay operating expenses of the foundation. In such years, cash from maturing bonds will be reinvested in the fixed income portfolio. However, in years when the market portfolio has significantly declined in value and/or is subject to higher than normal market volatility, grants and operating expenses may be made from the fixed income portfolio - if deemed prudent given market conditions. In severe markets, the manager and consultant may recommend no re-allocations from the equity portfolio in order to allow additional time for recovery in asset values.

Investment Philosophy

Capital Markets – Over long time horizons, capital markets are generally efficient and economic developments are the primary determinants of long-term investment returns. However, over shorter time periods, markets may be influenced by investor psychology and exogenous factors (e.g., natural disasters, wars, political upheaval).

Asset Allocation – Asset allocation is the single largest contributor to long-term investment returns. Because it is very difficult to predict with any certainty the short-term return of a given asset class, more effort will be devoted to managing the long-term (“strategic”) allocation, than the short-term (“tactical”) allocation of the portfolio. Given the foundation's finite investment horizon and the natural decline in risk appetite over time, the foundation's strategic allocation plan will be adjusted accordingly.

Portfolio Construction – Efficient markets imply that active management has a low probability to add value after management expenses and other costs. More efficient markets call for passive styles of investments. Efficiency varies by market and where attractive opportunities to add value through active management exist, active styles should be employed.

Market Timing – Market timing involves moving in and out of various asset classes (e.g., stocks and cash). Such attempts at timing typically decrease the likelihood of achieving the return objective. Thus the portfolio will generally remain fully invested in a manner consistent with the target strategic asset allocation for the foundation.

Tax Efficiency – Given that the foundation is expected to be subject only to relatively low excise taxes on its net investment income, tax efficiency of investments will not be a major consideration.

II. Investment Objectives

A. Investment Return

Investment Objective - Across all three investment pools including cash equivalents, the fixed income and market portfolios, the collective investment objective in 2015 can be described as conservative balanced managed for modest longer term growth of capital with modest current income. This objective is expected to change to all fixed income in 2018 and all cash equivalents (zero volatility) in 2021.

Annual Return Expectations – The return expectations for the current 2015 investment allocation are based upon risk premiums for the respective asset classes above the current risk free rate over a ten year market cycle. As the investment strategy approaches foundation approaches final target date of 12/31/2022, the annual aggregate return is expected to gradually decrease as a larger portion of the total portfolio will be invested in the fixed income and cash equivalent portfolios vs. the market portfolio. For the portfolio as allocated in 2015, the target pre-tax annualized return is 4.5%, as set forth in the summary provided at Section VI (page 9). By comparison, the actual annualized return for the three years ending 12/31/2014 (since the current strategy was implemented) was 7.54%.

B. Risk

Investment Risk Tolerance – As stated above, the board has a conservative balanced investment objective for the foundation in 2015 which will evolve into an all fixed income allocation in 2018. The board has below average risk tolerance, consistent with the foundation's 8-year time horizon, expected distributions and the board's desire to maximize such distributions without taking on a very high level of risk. As the investment horizon dissipates, risk tolerance will also decline and investment risk exposures in the portfolio will be reduced.

Portfolio Volatility – As of 2015, the board is aware of and comfortable with the moderate volatility associated with a conservative balanced investment objective for the foundation portfolio. Although, the plan is to reduce the portfolio risk during the remaining term of the foundation, more volatile equity markets and/or rising interest rates could result in a higher standard deviation going forward. Consequently, our expected going forward standard deviation is 5.5% (Section VI - page 9), which the manager believes represents reasonable risk in exchange for modest appreciation potential during the expected term of the foundation. By comparison, the actual standard deviation for the three years ending 12/31/2015 (since the current investment strategy was implemented) was 4.29%.

III. Investment Constraints

A. Investment Horizon

As explained in Section I above, the foundation is expected to continue for approximately 8 years until 2022 or until the foundation assets are depleted by distributions made consistent with its charitable mission.

B. Liquidity Requirements

Distribution Funding – The foundation will target one year cash reserve for distributions and operating expenses in the cash pool on a rolling one year basis. Beyond initial funding, the cash pool will be funded from the periodic and strategic liquidation of investments in the fixed income and equity components of the portfolio. It is anticipated that beneficiary distributions will range between \$10 million to \$14 million annually and that other cash needs for operating expenses and excise taxes will total approximately 2% of foundation assets annually.

The board has discretion to distribute foundation income and/or principal to the primary beneficiaries, but may also make distributions to other non-profit organizations consistent with the mission of the foundation. As a private foundation, it is required to distribute annually five percent of the foundation's net investment assets. It is anticipated that the \$10 million to \$14 million of targeted annual distributions will be substantially higher than those required by federal tax law.

Illiquid Investments - The board recognizes that some alternative strategies which are appropriate for the foundation have liquidity restrictions. However, the board does not want the foundation to make investments with expected lock up periods of more than one year. In 2015, the foundation portfolio does include private equity funds (managed by Flag & Pfingsten) transferred into the portfolio from the estate of Mr. Binger. Although these funds have undefined time horizons, they are expected to be fully liquidated within 6 years. Further, at this time such funds may be liquidated (if at all) only at deep discounts from their estimated fair market value. Consequently, the foundation is retaining the private equity funds until either maturity or a liquidation option that provides more adequate recovery of fair market value is available.

C. Legal & Regulatory

As noted in Section I above, the foundation is a Minnesota non-profit corporation governed by an independent board of directors. Investment activity is subject to the standards set forth in the Prudent Investor Act. Essentially, this Act requires that the board invest and manage the foundation portfolio as a prudent investor would, by considering the purposes, terms, distribution requirements and other circumstances of the foundation. In satisfying this standard, the board shall exercise reasonable care, skill and caution.

D. Taxes

The foundation is a Section 501(c) (3) non-profit corporation taxed as a private foundation for federal and state income tax purposes. Consequently, the foundation is subject to excise taxes on its net investment income and may be subject to additional taxes for failure to make minimum required distributions, for self-dealing transactions or other restricted activities. Such additional taxes are not expected to have a material impact on the portfolio or the investment strategy.

IV. Other Investment Guidelines

A. Strategic Portfolio Allocation

Section VI (at page 9) of this policy statement summarizes the target strategic asset allocation, together with the permissible allocation ranges for each asset class. The allocation is intended to achieve the board's long-term investment objectives for the foundation that are set forth in Sections I, II and III above.

B. Asset Class Considerations and Portfolio Construction

1. **Cash** – Cash reserves will be maintained to support operating expenses and near term distributions.
2. **Fixed Income** – These investments are intended to provide some current income and/or reduce portfolio volatility. Such investments may include corporate, U.S. government, foreign, and high yield bonds, invested in separately managed accounts, mutual funds or exchange traded funds.
3. **Alternative Fixed Income Strategies** – We will engage absolute return and long/short fixed income managers with established high quality personnel, consistent and competitive risk-adjusted returns and stability of management style.
4. **Equity** - For actively managed equities (stocks) we will seek separately managed accounts or mutual funds with consistent, competitive risk-adjusted returns and stability of management style. For some equity components we may use exchange traded funds.
5. **Alternative Equity** – We will engage long/short equity managers with established high quality personnel, consistent and competitive risk-adjusted returns and stability of management style.
6. **Real estate** – We will engage active commercial real estate managers with established high quality personnel, consistent and competitive risk-adjusted returns and stability of management style. Such investments may include private placement or publicly traded funds. The manager is including real estate in the equity component of the portfolio.
7. **Commodities** – We will invest in commodity strategies intended to gain broad exposure to different types of commodities while managing the volatility of this asset class. Given the volatility of this asset class and the relatively short investment time horizon, the manager does not expect to include commodities in the portfolio unless there are major changes to the board's objectives and/or market conditions.

V. Performance Evaluation

A. Frequency

The portfolio performance shall be reviewed quarterly, while the investment policy, asset allocation and overall investment strategy shall be reviewed annually.

B. Performance Data

The quarterly reports shall include market value and trailing investment returns for each major component of the portfolio. The respective manager's performance shall be compared to relevant benchmark indices and a suitable peer universe. For some alternative investment strategies, reporting of investment performance may substantially lag that provided by long only investment solutions.

C. Manager Performance

Generally managers shall be given sufficient time (typically a full market cycle) to determine whether they meet the expectations established by the board and U.S. Bank as investment advisor. However, managers who substantially under perform their benchmarks or their peers for a full year may be placed under review if there is no reasonable explanation for the underperformance.

VI. Asset Allocation Summary

Total Foundation Assets ⁽¹⁾	78,000,000
Absolute Return Objective	4.5% Annually ⁽⁴⁾
Annual Standard Deviation ⁽²⁾	5.5% Annually ⁽⁵⁾
Investment Horizon ⁽³⁾	8 Years

Asset Class	Strategic Asset Allocation		
	Min	Target	Max
Cash or Cash Equivalents			
Money Market or Short Fixed Income		10%	
Total Cash	10%	10%	100%
Fixed Income			
Core Fixed Income		25%	
Floating Rate Bonds		10%	
High Yield Bonds		3%	
Foreign Bonds		2%	
Hedged Fixed Income		10%	
Total Fixed Income	30%	50%	80%
Equity			
U.S. Large Cap Equity		12%	
U.S. Mid Cap Equity		3%	
U.S. Small Cap Equity		2%	
Developed Foreign		8%	
Emerging Foreign		3%	
Private Equity		3%	
Hedged Equity		5%	
Real Estate		4%	
Total Equity	0%	40%	60%
Portfolio Total		100%	

Notes:

- ⁽¹⁾ The estimated total foundation portfolio of \$78 million includes all three primary investment pools: (a) short-term cash reserves; (b) fixed income portfolio; and (c) the equity market portfolio. Please note that the asset allocation, absolute return, standard deviation and time horizon parameters summarized on this page reflect only the diversified market component of the total foundation portfolio.
- ⁽²⁾ Standard deviation is a common measure of risk and represents the variability of returns around a mean (average) outcome. The higher the level of standard deviation, the more variability there is in the band of possible investment outcomes. Using this statistic as a measure of risk, two-thirds of the time the annual investment returns from the above asset allocation will be the absolute return target, plus or minus the standard deviation.

- (3) The eight year time horizon reflects the expectation that the diversified market portfolio will be depleted four years before the expected termination of the foundation in 2022.
- (4) As the foundation approaches anticipated termination in 2022, the expected return will decline as the portfolio is re-allocated toward fixed income and cash.
- (5) As the foundation approaches anticipated termination in 2022, the expected standard deviation will decline as the portfolio is re-allocated toward fixed income and cash.

VII. Board & U.S. Bank Approval

The current Board of Directors of the Robina Foundation and U.S. Bank (as investment agent) hereby approve of this investment policy statement, which we understand is based upon the objectives of the foundation set forth in its bylaws and relevant fiduciary investment standards.

Signed: _____

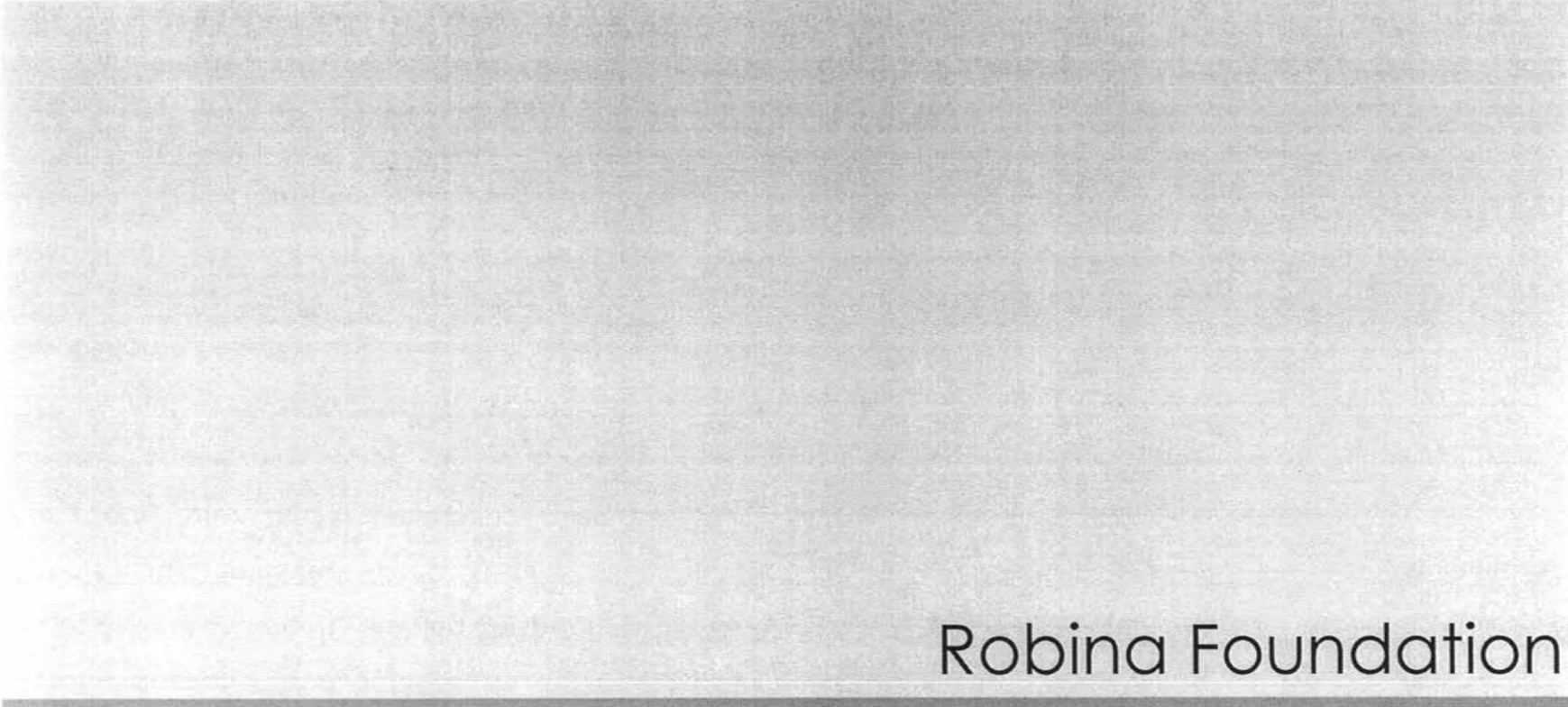
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Dated: _____

Signed: _____

Printed Name/Title: _____

Dated: _____



Robina Foundation

Quarterly Financial Report

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

June 30, 2015

Robina Foundation

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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

1. The value of our portfolio was \$76,583,811 on June 30, 2015.
2. Through the second quarter, YTD fund performance of 2.21% slightly exceeded the benchmark of 2.19%. Our 1 year and 3 year performance lags a bit, but our performance exceeds the benchmark on an annualized basis for the 5 year and "since inception" time periods. Overall, both the capital markets and our portfolio have experienced low returns over the past twelve months and have turned slightly negative since July 1, 2015.

	Year to Date	1 Year	3 Year	5 Year	From Inception
Portfolio	2.21	0.22	6.92	4.41	3.87
Benchmark	2.19	0.86	7.22	4.03	3.58

Robina Foundation

3. Grants for the second quarter were \$1,000,000. This is the primary reason for the decline in the portfolio value from \$77,384,423 to \$76,583,811.

	Q1	Q2	Q3	Q4	YTD
Beginning Balance:	\$82,796,457	\$77,384,423			\$82,796,457
Plus Earnings:	\$1,178,671	\$364,200			\$1,542,871
Less Grants:	(\$6,457,869)	(\$1,000,000)			(\$7,457,869)
Less Expenses:	(\$132,836)	(\$164,812)			(\$297,648)
Ending Balance:	\$77,384,423	\$76,583,811			\$76,583,811

4. There are five discussion items at the end of this report:

- Item 1. Commodities (page 15)
- Item 2. Hedged Bond Funds (page 15)
- Item 3. Cash Flow (page 15)
- Item 4. Illiquid Investments (page 16)
- Item 5. Strategic Asset Allocation (page 17)

5. USBank and I have developed a revised Investment Policy (IP). Since the IP should be reviewed periodically, and since the term of the investment strategy is now likely about 8 years, we want to reflect reality in our IP. We will seek final approval at the September Board Meeting.

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Executive Financial Summary

	2014	2015			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Cash	\$3,517,816	\$4,542,885	\$3,853,775		
Bonds	\$29,706,340	\$25,606,317	\$25,422,758		
Market Portfolio	\$49,572,300	\$47,235,220	\$47,307,278		
Equities	\$29,784,705	\$27,528,274	\$27,112,995		
Other	\$19,787,595	\$19,706,947	\$20,194,284		
Grand Total	\$82,796,457	\$77,384,423	\$76,583,811		

Robina Foundation

Sources of Capital

	2014	2015			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Residual of JP Morgan					
Cash					
JHB Cash/MM	\$431	\$0	\$0		
JHB Income Cash/MM	\$0	\$0	\$0		
JHB Legal Serv. Retainage	\$3,757	\$3,757	\$1,449		
Cash Total	\$4,187	\$3,757	\$1,449		
Revocable Trust - Dorsey Trust					
JHB Revocable Trust	\$0	\$0	\$0		
JHB Income Account	\$0	\$0	\$0		
Tartan I LP	\$0	\$0	\$0		
Revocable Trust Total	\$0	\$0	\$0		
Other Securities					
All Other Securities	\$0	\$0	\$0		
Residual of JP Morgan Total	\$4,187	\$3,757	\$1,449		

Remove

Robina Foundation

	2014	2015			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
USBank Investments					
Cash					
USBank Cash/MM	\$3,318,952	\$4,274,023	\$3,624,500		
Bonds					
Global Bond Funds - Loomis Sayles	\$7,912,525	\$6,458,593	\$6,400,349		
USBank Credit Fund-Mainstay	\$7,790,356	\$6,372,615	\$6,352,255		
US Corporate Issues	\$4,933,473	\$4,477,814	\$4,455,370		
Non-US Corporate Issues	\$2,488,812	\$1,785,770	\$1,777,233		
NuVeen High Income Bond FD CL I	\$2,723,975	\$2,720,724	\$2,681,718		
Global Bond Funds - T Rowe Price Intl Bond Fund	\$1,763,412	\$1,696,347	\$1,672,677		
Oppenheimer Senior Floating Rate	\$963,095	\$967,857	\$960,714		
BP Capital PLC	\$0	\$0	\$0		
Total Capital SA	\$0	\$0	\$0		
Barclays Voyager Medium Term Note (06/07/2016)	\$560,198	\$557,888	\$555,555		
Barclays Voyager Medium Term Note (07/15/2016)	\$570,495	\$568,710	\$566,888		
Bonds Total	\$29,706,340	\$25,606,317	\$25,422,758		

Robina Foundation

	2014	2015			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Equities					
US and Non-US					
Stock Funds	\$23,472,753	\$21,143,845	\$21,004,648		
Hedge					
Common Sense Offshore LTD	\$36,931	\$12,330	\$0		
Common Sense Holdback	\$0	\$0	\$0		
Pointer Offshore Ltd	\$3,933,706	\$4,030,784	\$4,193,144		
Hedge Total	\$3,970,637	\$4,043,114	\$4,193,144		
Private Equity					
Flag Private Equity LP	\$584,500	\$584,500	\$348,215		
Flag Venture Partners III LP	\$461,205	\$461,205	\$369,640		
Flag Venture Partners IV LP	\$769,320	\$769,320	\$671,058		
Pfingsten Partners III LP	\$526,290	\$526,290	\$526,290		
Private Equity Total	\$2,341,315	\$2,341,315	\$1,915,206		
Equities Total	\$29,784,705	\$27,528,274	\$27,112,995		

Robina Foundation

	2014	2015			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Bond Hedge Funds, Real Estate, and Commodities					
Non-US Bonds					
Ontario Province	\$0	\$0	\$0		
Bond Hedge Funds					
Gam Absolute Return Bond Fund	\$3,392,157	\$3,348,863	\$3,382,901		
GCA Credit Opportunities Offshore	\$4,775,872	\$4,822,683	\$4,883,624		
Marathon Credit Opportunity Fund Ltd	\$3,601,952	\$3,542,884	\$3,585,643		
Bond Hedge Funds Total	\$11,769,982	\$11,714,430	\$11,852,168		
Real Estate					
IDR Core Equity Re Strategy 2010	\$7,325,070	\$7,325,070	\$7,666,826		
Commodities					
Oppenheimer Com Str Tr Fd Y	\$367,043	\$341,946	\$349,789		
Other Bonds, Real Estate, and Comm. Total	\$19,462,095	\$19,381,447	\$19,868,784		
USBank Investments Total	\$82,872,530	\$76,790,061	\$76,029,036		

Robina Foundation

Asset Summary

	2014	2015			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Residual of JP Morgan - Dorsey Trust	\$4,187	\$3,757	\$1,449		
USBank Investments	\$82,272,092	\$76,790,061	\$76,029,036		
Robina Checking Account	\$194,677	\$265,106	\$227,826		
Bazal Property	\$325,500	\$325,500	\$325,500		
Grand Total	\$82,796,457	\$77,384,423	\$76,583,811		

Robina Foundation

Asset Allocation Report: 06/30/2015

	Actual (\$)	Actual (%)	Goal (\$)	Goal (%)
Cash				
JHB Cash/MM	\$0	0%		
JHB Income Account	\$0	0%		
JHB Income Cash/MM	\$0	0%		
JHB Revocable Trust	\$0	0%		
USBank Cash/MM	\$3,624,500	5%		
USBank Checking	\$227,826	0%		
JHB Legal Serv. Retainage	\$1,449	0%		
Cash Total	\$3,853,775	5%	\$3,829,191	5%
Bonds	\$25,422,758	33%	\$45,950,286	60%
Market Portfolio				
Equities	\$21,004,648	27%		
Hedge	\$17,960,515	23%		
Other	\$8,342,115	11%		
Market Portfolio Total	\$47,307,278	62%	\$26,804,334	35%
Grand Total	\$76,583,811	100%	\$76,583,811	100%

* Fixed Income Hedge funds (\$11,852,168) classified in Market Portfolio as a risk asset.

Robina Foundation

Asset Allocation Report – Robina Perspective: 06/30/2015

	Actual (\$)	Actual (%)	Goal (\$)	Goal (%)
Cash				
Residual of JP Morgan	\$1,449	0%		
USBank Cash/MM	\$3,624,500	5%		
USBank Checking	\$227,826	0%		
Cash Total	\$3,853,775	5%	\$3,829,191	5%
Fixed Income				
Bonds	\$25,422,758	33%		
Non-US	\$0	0%		
JHB Revocable Trust	\$0	0%		
Hedge Funds	\$11,852,168	15%		
Fixed Income Total	\$37,274,926	49%	\$45,950,286	60%
Market Portfolio				
JP Securities	\$0	0%		
USBank Equity Funds	\$21,004,648	27%		
USBank Hedge Equities	\$6,108,347	8%		
USBank Real Estate	\$7,666,826	10%		
USBank Commodities	\$349,789	0%		
Bazal Property	\$325,500	0%		
Market Portfolio Total	\$35,455,110	46%	\$26,804,334	35%
Grand Total	\$76,583,811	100%	\$76,583,811	100%

* Fixed income Hedge funds (\$11,852,168) classified as Fixed Income.

Robina Foundation

Grants Paid/Committed: 2015

	Qtr1	Qtr2	Qtr3	Qtr4	Grand Total
Allina Health System/Abbott Northwestern	\$3,990,000				\$3,990,000
Life Course/Late Life Supportive Care	\$3,990,000				\$3,990,000
Council on Foreign Relations	\$446,117	\$2,074,424	\$879,735		\$3,400,276
International Institutions and Global Governance (IIGG) Phase II		\$2,074,424			\$2,074,424
Expanded Diversity Initiative in Foreign Policy	\$446,117				\$446,117
Expanded Diversity Initiative in Foreign Policy - Additional Activities +HIA Supplemental Request				\$879,735	\$879,735
University of Minnesota Law School	\$2,021,752	\$2,723,602			\$4,745,354
Public Interest Scholars		\$813,736			\$813,736
Institute on Criminal Law and Justice	\$1,771,752				\$1,771,752
Support Scholarships	\$250,000				\$250,000
Sentencing Law Program Enhancements (CL&CJ)			\$869,997		\$869,997
Center for New Americans			\$1,039,869		\$1,039,869
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	\$6,457,869	\$1,000,000	\$4,798,026	\$879,735	\$13,135,630

Long Term History and Projections

Grants Paid and Committed	2008	2009	2010	2011	2012	2013	2014	2015	Actual YTD	2016	2017	Grand Total
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Budget		Budget	Budget	
Allina Health System/Abbott Northwestern	\$1,253,535	\$2,373,233	\$2,373,232		\$2,356,696	\$4,245,492	\$4,334,266	\$3,990,000	\$3,990,000			\$20,926,454
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	\$4,334,266	\$3,990,000	\$3,990,000			\$14,926,454
Council on Foreign Relations	\$2,000,000	\$2,000,000	\$2,000,000	\$2,434,750	\$2,700,466	\$3,298,507	\$3,363,971	\$3,400,276	\$446,117	\$2,114,664		\$23,312,634
Diversity Scan				\$15,000								\$15,000
Expanded Diversity Initiative in Foreign Policy					\$377,034	\$426,492	\$470,722	\$446,117	\$446,117			\$1,720,365
International Institutions and Global Governance (IIGG)												
Phase I	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000								\$8,000,000
International Institutions and Global Governance (IIGG) Phase II					\$2,046,627	\$2,034,671	\$2,034,971	\$2,074,424		\$2,114,664		\$10,305,357
Online Video Project				\$419,750	\$276,805							\$696,555
Expanded Diversity Initiative in Foreign Policy - Additional Activities						\$837,344	\$858,278	\$879,735				\$2,575,357
University of Minnesota Law School	\$1,650,000	\$1,436,750	\$1,480,338	\$2,850,854	\$2,370,447	\$4,608,127	\$4,677,800	\$4,745,354	\$2,021,752	\$4,647,097	\$922,980	\$29,389,747
Faculty Retention and Other Initiatives	\$250,000											\$250,000
Institute on Criminal Law and Justice					\$847,190	\$1,494,134	\$1,750,900	\$1,771,752	\$1,771,752	\$1,639,451		\$7,503,427
Program on Law, Public Policy, and Society (LaPPS)	\$1,400,000	\$1,436,750	\$1,480,338	\$2,850,854	\$893,457							\$8,061,399
Public Interest Scholars					\$379,800	\$694,544	\$809,355	\$813,736		\$804,188		\$3,501,623
Support Scholarships					\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000		\$1,250,000
Sentencing Law Program Enhancements (CL&CJ)					\$820,056	\$844,658	\$869,997	\$869,997		\$896,097	\$922,980	\$4,353,788
Center for New Americans					\$1,349,393	\$1,022,887	\$1,039,869	\$1,057,361				\$4,469,510
Yale University	\$1,750,000	\$1,750,000	\$2,350,000	\$1,950,000	\$19,000,000	\$1,000,000	\$1,200,000	\$1,000,000	\$1,000,000			\$30,000,000
Yale Law School: Human Rights Fellowship Initiative Phase I	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000								\$4,000,000
Yale Law School: Human Rights Fellowship Initiative Phase II					\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000			\$4,000,000
Yale School of Drama: Binger Center for New Theatre Endowment					\$18,000,000							\$18,000,000
Yale School of Drama: Yale Center for New Theatre	\$750,000	\$750,000	\$1,350,000	\$950,000								\$3,800,000
Tom Crosby Memorial							\$200,000					\$200,000
The Center for Victims of Torture	\$25,000				\$1,000							\$26,000
The Center for Victims of Torture	\$25,000				\$1,000							\$26,000
ArtPlace Initiative				\$500,000								\$500,000
Revitalizing Communities through Arts and Culture				\$500,000								\$500,000
Aspen Institute		\$130,575										\$130,575
Justice and Society Program		\$130,575										\$130,575
Grand Total	\$6,678,535	\$7,690,558	\$8,203,570	\$7,735,604	\$26,428,609	\$13,152,126	\$13,576,037	\$13,135,630	\$7,457,869	\$6,761,761	\$922,980	\$104,285,410
Outstanding Commitments								\$5,677,761		\$6,761,761	\$922,980	\$13,362,502
Financial Outlook	2008	2009	2010	2011	2012	2013	2014	2015		2016	2017	
Beginning Year Net Assets					\$120,827,373	\$100,568,259	\$95,132,519	\$82,796,457		\$73,183,585	\$69,399,311	
Plus Revenues					\$6,569,313	\$8,170,242	\$1,372,810	\$3,829,336		\$3,293,261	\$3,122,969	
Less Expenses, 3% P.A. Growth					-\$399,818	-\$453,856	-\$132,836	-\$306,578		-\$315,775	-\$325,248	
Less Grants Paid					-\$26,428,609	-\$13,152,126	-\$13,576,037	-\$13,135,630		-\$6,761,761	-\$922,980	
Year End Net Assets				\$120,827,373	\$100,568,259	\$95,132,519	\$82,796,457	\$73,183,585		\$69,399,311	\$71,274,051	
Return Assumptions	2008	2009	2010	2011	2012	2013	2014	2015		2016	2017	
Asset Allocation												
Market Portfolio								45.0%		25.0%	0.0%	
Fixed Income								55.0%		75.0%	100.0%	
Expected Return												
Market Portfolio								6.0%		6.0%	6.0%	
Fixed Income								3.5%		4.0%	4.5%	
Total Portfolio Expected Return								4.6%		4.5%	4.5%	

USBank Performance Report - 06/30/2015

Selected Period Performance ROBINA FOUNDATION MGMT AGY

Period Ending: 06/30/2015

Sector	Market Value	Year to Date (6 Months)	1 Year	3 Years	5 Years	Inception to Date (97 Months)
Total Portfolio Gross of Fees	76,292,631	2.05	.50	6.29	2.14	2.47
Total Managed Portfolio	66,710,602	2.21	.22	6.92	4.41	3.87
Robina Custom Benchmark		2.19	.86	7.22	4.03	3.58
Domestic Equity	11,348,353	1.89	6.90	17.30		
DJWilshire 5000 Index		1.77	6.71	17.57	17.35	6.40
Hedged Equity	4,193,144	6.57	8.13	8.56		
HFRI Equity Hedge Index		4.06	2.60	8.45	6.08	2.70
Developed Foreign	7,248,717	6.13	-4.69	11.56		
MSCI EAFE Index (Net)		5.52	-4.23	11.97	9.54	.32
Emerging Foreign	2,579,900	.42	-9.11	3.30		
MSCI EM Free Index (USD)		2.95	-5.12	3.71	3.68	1.88
Domestic Fixed	14,513,568	1.93	.28	2.90	2.55	
Foreign Fixed Income	3,467,684	-1.37	-5.04	-.26	2.75	
Barclays 1-3 Yr Gov/Credit Index		.72	.93	.94	1.17	2.66
Hedged Fixed Income	18,261,910	1.73	-.55	5.66		
HFRI Relative Value Index (Total)		2.56	1.80	6.62	6.33	5.10
Total Commodities	1,472,232	-1.70	-10.38	-5.70		
Dow Jones UBS Commodity TR		-1.56	-23.71	-8.76	-3.91	-5.71
Total Cash Equivalents	3,625,095	.10	.20	.19	.17	.80
Citigroup 3 Mo T-Bill Index		.01	.02	.05	.06	.61
Non-Mgd Real Estate	7,666,826	3.27	9.25	11.92		
Non-Mgd Other	1,915,203	-7.88	-15.25	-15.27		

Private equity
funds

Selected Period Performance
ROBINA FOUNDATION MGMT AGY
Period Ending: 07/31/2015

<u>Sector</u>	<u>Market Value</u>	<u>Year to Date (7 Months)</u>	<u>1 Year</u>	<u>3 Years</u>	<u>5 Years</u>	<u>Inception to Date (98 Months)</u>
Total Portfolio Gross of Fees	74,628,561	2.07	1.57	6.07	1.99	2.45
Total Managed Portfolio	65,394,747	2.45	1.24	6.74	4.30	3.85
Robina Custom Benchmark		2.17	1.55	6.85	3.96	3.54
Domestic Equity	11,484,131	3.54	11.05	17.61		
DJWilshire 5000 Index		3.46	10.75	17.86	16.14	6.55
Hedged Equity	4,190,945	6.52	8.89	8.88		
HFRI Equity Hedge Index		3.07	2.62	8.01	5.39	2.56
Developed Foreign	7,268,769	8.27	-.14	12.28		
MSCI EAFE Index (Net)		7.72	-.28	12.32	8.01	.57
Emerging Foreign	2,480,580	-3.45	-12.71	1.61		
MSCI EM Free Index (USD)		-4.19	-13.38	.61	.58	.97
Domestic Fixed	14,341,297	1.74	.18	2.65	2.40	
Barclays 1-3 Yr Gov/Credit Index		.78	1.06	.85	1.09	2.64
Hedged Fixed Income	18,242,496	1.62	-.68	5.23		
Foreign Fixed Income	2,739,075	-1.56	-4.62	-.66	1.51	
HFRI Relative Value Index (Total)		2.52	1.82	6.18	5.97	5.04
Total Commodities	1,121,003	-2.75	-9.96	-7.44		
Dow Jones UBS Commodity TR		-12.01	-28.23	-13.93	-7.27	-6.94
Total Cash Equivalents	3,526,451	.11	.20	.19	.18	.79
Pending Cash	0	.00	.00	.00	.00	
Citigroup 3 Mo T-Bill Index		.01	.02	.04	.06	.60
Non-Mgd Equity	7,666,826	3.27	9.25	10.70		
Non-Mgd Other	1,566,988	-14.07	-12.01	-15.96		

Item 1. Commodities

We presently allocate \$1,472,232 to commodities. This represents 1.9% of our portfolio.

Commodities have been hammered by the decline in oil prices over the past year - the index had a negative return of 23.7% over the past twelve months. Our investment declined only 10.4%. This asset class is thought to be both a fixed income alternative and an inflation sensitive investment. Industry forecasters are mixed on their short-term outlook, but generally agree that the price of oil will increase in the long-term. Since we are now moving into a shorter-term horizon for our investment strategy, we do not have the luxury of a long-term investment.

* [Steve and I have discussed eliminating our commodities exposure. USBank agrees and will systematically eliminate our position in the next six months or so.

Item 2. Hedged Bond Funds

We have a large exposure - 23.8% of our portfolio - to this asset class. It is thought to be a sound investment in a raising rate environment. We have, along with most in the industry, anticipated that the Fed would raise rates for most of the last 3-5 years. It has not happened. Fed rates have been low and flat since 2008, and we keep getting mixed signals from the Fed.

Further, our performance has been trailing the benchmark in this asset class for most of the last three years.

It's time to capitulate. USBank is preparing a strategy to reduce, and then eliminate, our exposure in this asset class over the next 2-3 years. Timing is crucial. This recommendation is also driven by the shorter-term duration of our assets, particularly as we approach the five-year terminal horizon. → Impact

Item 3. Cash Flow

USBank does not reinvest dividends and interest, but rather accumulates this income and uses it for quarterly payments of grants and expenses. This year's estimated income is \$1,595,594, which is far short of our annual expenses and grants of over \$13,000,000 (see pages 12 and 18). We fund the difference by not reinvesting maturing bonds and by occasionally selling securities.

Item 4. Illiquid Investments

The Foundation inherited four Private Equity investments from JH Binger Trust, as follows, with current values:

Investment	Balance
Flag PE LPI	\$348,215
Flag III LP	\$369,640
Flag IV LP	\$671,058
Pfingsten III LP	\$526,290
Total	\$1,915,206

These investments originated more than ten years ago. At that time, most investors had an expectation of the term of a PE fund of 10-12 years. This expectation has since lengthened as the exit strategy of the fund managers has changed - fewer IPO's, more difficulty in selling the first securities, etc. Many funds have developed an exit strategy of selling remaining fund companies at a discount to other PE investors, leaving limited partners the choice to stay with the fund or sell at a discount.

This is precisely the situation presented by Flag I to Robina during the second quarter. Upon consultation, we have agreed to sell Flag I to the successor PE fund at a discount of 19%. After adjustments and costs, we expect a distribution of around \$221,000 by year end.

We continue to be investors in the remaining three PE funds: Flag III, Flag IV, and Pfingsten. We were provided an opportunity to cash out of Flag III and IV in 2014, but decided to remain invested because:

- a) the discount (haircut) was greater
- b) the term of the foundation was longer one year ago

I would expect the remaining three PE funds to mature or cash out by our investment strategy target of December 31, 2022. However, in the event that does not occur, we have other exit options such as selling the securities in the open market, or providing the securities as part of a grant award.

Item 5. Strategic Asset Allocation

As our investment strategy matures to a target date of 12/31/2022, we generally decrease Risk Assets (Market Portfolio) and increase Fixed Income investments as a percentage of our portfolio. Currently, our structure is:

- 46% Risk Assets:
 - Domestic Equities
 - International Equities
 - Equity Hedge Funds
 - Private Equity
- 54% Fixed Income:
 - Cash
 - Corporate Bonds
 - US and Non-US Bonds
 - Bond Hedge Funds
 - Real Estate
 - Commodities

The general guideline of the investment policy, as reflected in the long-range model on page 12, is:

Year	Risk Assets	Fixed Income
2015	45%	55%
2016	25%	75%
2017 and thereafter	0%	100%

The idea is to minimize market risk within five years of the target date.

- Shall we change this allocation?
- Shall we lengthen it?
- Should we consider Fixed Income Hedge Funds as Fixed Income?

Robina Foundation Management Agency

Estimated Annual Income (As of 8.7.15)

<u>Sector</u>	<u>Current Yield</u>	<u>Estimated Annual Income</u>
Cash Equivalents	0.20%	\$7,141
Fixed Income:		
Investment Grade	2.19%	\$94,860
High Yield	4.82%	\$475,901
Developed Foreign	2.17%	\$59,174
Hedged Fixed Income	1.56%	\$284,748
		<u>\$914,683</u>
Equity:		
US Equity	1.68%	\$191,239
Developed Foreign	2.62%	\$190,303
Emerging Foreign	1.13%	\$27,642
Private Equity	-	-
Hedged Equity	-	-
		<u>\$409,184</u>
Real Estate	3.45%	\$264,586
Commodities	-	-
Total Portfolio		<u>\$1,595,594</u>

James H. Binger Estate
Attorney Fee Reserves

Briggs & Morgan

<u>Description</u>	<u>Fees Applied</u>	<u>Reserve Balance</u>
Wire to Briggs 8/4/2014	-	25,000.00
Inv. #536610 dated 3/10/14	(6,524.58)	18,475.42
Inv. #545108 dated 8/8/14	(7,643.25)	10,832.17
Inv. #548383 dated 10/6/14	(5,797.77)	5,034.40
Inv #550534 dated 11/24/14	(2,726.25)	2,308.15
Inv #562104 dated 6/19/15	(2,308.15)	-

McDermott Will & Emery

<u>Description</u>	<u>Fees Applied</u>	<u>Reserve Balance</u>
Wire to MWE 8/4/2014	-	25,000.00
Inv. #2634304 dated 4/7/2014	(1,672.40)	23,327.60
Inv. #2644121 dated 5/6/2014	(5,612.65)	17,714.95
Inv. #2654789 dated 6/9/2014	(2,088.25)	15,626.70
Inv. #2664314 dated 7/9/2014	(4,121.25)	11,505.45
Inv. #2674068 dated 8/4/2014	(5,515.77)	5,989.68
Inv. #2684423 dated 9/8/2014	(3,594.68)	2,395.00
Inv #2695890 dated 10/8/2014	(182.50)	2,212.50
Inv #2705228 dated 10/6/2014	(763.74)	1,448.76
Inv #2789667 dated 7/9/2015	(426.60)	1,022.16

8/29

**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
09/30/13	93,066,393	70,203,905	27,417,442
12/31/13	94,871,823	70,239,002	28,960,291
03/31/14	89,006,105	77,244,890	25,944,403
06/30/14	89,678,334	79,898,903	23,290,390
09/30/14	84,256,819	83,815,039	20,844,976
12/31/14	82,796,456	83,815,039	20,844,976
03/31/15	77,384,424	90,272,908	14,362,502
06/30/15	76,583,811	91,272,908	13,363,502 (1)

(1) Includes the following commitments:

\$4,189,088 (2015-2016) to CFR's IIGG Phase II; \$879,735 (2015) *Expanded Diversity – Additional Activities and HIA Supplemental Request (amount to be changed as a result of termination of CFR/HIA programming)*;

\$1,639,451 (2016) for U of M *Institute of Criminal Law & Criminal Justice* program; \$2,689,074 (2015-2017) for *Sentencing Law Program Enhancements*; \$250,000 (2016) to U of M *Scholarship* program; \$1,617,924 (2015-2016) for U of M *Public Interest Scholars*; and \$2,097,230 (2015-2016) for *Center for New Americans*;

ROBINA FOUNDATION

ASSETS DETAIL

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	141,307
USbank Investment	93,225,051	92,712,707	90,134,695
Estate of Jim Binger	2,706,066	2,678,365	2,790,391
IRS Refund	(5)		
Total	\$96,166,446	\$95,512,864	93,066,393

Assets	12/31/13	03/31/14	06/30/14
USbank Checking	218,896	96,503	180,943
USbank Investment	92,411,790	86,407,628	86,995,264
Estate of Jim Binger	2,241,137	2,208,474	2,208,627
Bazal Property	-	293,500	293,500
Total	\$94,871,823	89,006,105	89,678,334

Assets	09/30/14	12/31/14	03/31/15
USbank Checking	156,815	194,677	\$265,106
USbank Investment	83,728,078	82,272,092	76,790,061
Residual of JPMorgan	78,426	4,187	3,757
Bazal Property	293,500	293,500	325,500
Total	84,256,819	82,796,456	\$77,384,424

Assets	06/30/15	09/30/15	12/31/15
USbank Checking	227,826		
USbank Investment	76,029,036		
Residual of JPMorgan	1,449		
Bazal Property	325,500		
Total	76,583,811		

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August 18, 2015

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, 2014, to June 30, 2015.

As the world faces complex security, economic, and environmental challenges, IIGG continues its work to identify obstacles and propose pragmatic steps to improve international cooperation on a wide range of transnational issues, from improving governance of the world's oceans to building more effective regional organizations to promote peace and security.

Through CFR's Council of Councils (CoC) initiative, IIGG provides a platform for global thought leaders to share perspectives on international risks and opportunities, and convey potential solutions to their respective foreign policy communities. During the review period, IIGG convened prominent experts from twenty-five countries, as well as senior policymakers, in three productive CoC conferences in Ottawa, New Delhi, and Washington, DC. IIGG also augmented its online presence and produced the inaugural CoC Report Card on International Cooperation—the first succinct, collective effort by top think tanks from around the world to assess the state of global governance.

IIGG also organized groundbreaking workshops that generated insights on how to improve governance of the global commons, including the world's oceans. The output of this event helped persuade the United States government to endorse the negotiation of a High Seas Biodiversity treaty.

In addition, IIGG hosted a timely workshop in Ethiopia on how to better address evolving security challenges in Africa. The meeting—which united CFR experts, African Union (AU) and UN officials, and U.S. and foreign diplomats—identified ways the AU could

begin to develop a more robust African Peace and Security Architecture.

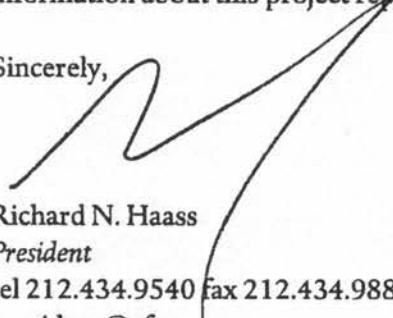
In the past year, IIGG expanded its research agenda to focus on innovative ways that outmoded international institutions might adapt to rising powers. To spearhead this effort, IIGG welcomed Miles Kahler, distinguished professor at American University, as a CFR senior fellow for global governance. Dr. Kahler's research, roundtable series, and book project address the challenge of integrating emerging powers into international economic institutions.

Finally, IIGG redoubled its domestic and international outreach efforts to improve public understanding of global challenges in the twenty-first century and the importance of effective multilateral cooperation in overcoming them. IIGG elevated its online presence by launching IIGG and CoC pages on Twitter and Facebook. IIGG also used its online publication series to deliver timely analyses on pressing global challenges, including the CoC Global Memo series and The Internationalist blog, to relevant audiences around the world.

Three years into Phase II of the Robina Grant, IIGG has cemented its position as the leading source of analysis on effective multilateral cooperation. IIGG's research, meetings, and publications are a valuable asset to policymakers and experts at home and abroad to better address common transnational challenges.

Please contact me or Stewart Patrick, director of IIGG, if you have any questions or if you need additional information about this project report. Stewart can be reached at 202.509.8482 or spatrack@cfre.org.

Sincerely,



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

International Institutions and Global Governance Program Annual Report to the Robina Foundation

Executive Summary

During the past year, the International Institutions and Global Governance (IIGG) program strengthened its position as the leading source of analysis on the requirements for effective multilateral cooperation, providing policymakers and international institutions with innovative and pragmatic solutions for managing the world's most pressing transnational problems. To fulfill its mandate and maximize its policy impact, IIGG focused its research, meetings, and publications on four intersecting themes. These priorities included ^①promoting international dialogue on shared challenges, ^②enhancing multilateral cooperation at the global and regional level, ^③exploring new innovations in global governance; and ^④expanding the domestic and international reach of IIGG's policy recommendations. This strategic approach paid tangible dividends, shaping international policy debates and high-level decisions on global issues ranging from ocean conservation to cybersecurity.

Dialogue

① The cornerstone of IIGG's efforts to promote global dialogue remains the Council of Councils (CoC), which cemented its status as the premier international forum for deliberating on global governance challenges. At the CoC's annual conference in May, the group released its inaugural CoC Report Card on International Cooperation—the first succinct, collective effort by top foreign policy think tanks around the world to assess the state of global governance. The Report Card was launched during a live CFR meeting moderated by Margaret Warner, senior correspondent for the PBS NewsHour, generating major media attention both in the United States and abroad. IIGG also co-sponsored two regional conferences with CoC partners in Canada and India. In Ottawa, CoC members considered options to ameliorate territorial disputes resulting from the thawing of the Arctic. In New Delhi, they explored novel solutions ensure strategic stability in West Asia and the Indo-Pacific.

② IIGG's second main contribution was to clarify policy options for improving multilateral cooperation at both the global and regional level. Several initiatives were particularly noteworthy. IIGG held a pioneering workshop on oceans governance, which helped persuade the United States government to endorse negotiation of a High Seas Biodiversity treaty. IIGG also cosponsored a high-profile event on cyber security, which facilitated crucial communication between the U.S. government and the private sector on the rules and norms governing cyberspace. Finally, IIGG convened a major conference in Addis Ababa, Ethiopia, which explored security challenges in Africa and highlighted the need for the Africa Union to close the gap between aspirations and reality in developing and implementing the emerging African Peace and Security Architecture. In other initiatives, IIGG helped U.S. policymakers think more creatively about how to stem the flow of foreign terrorist fighters to the Islamic State, as well as how to ensure a successful outcome to the 2015 review conference of the Treaty on the Nonproliferation of Nuclear Weapons.

③ Third, IIGG expanded its research agenda, as well as its practical capacity, to explore innovations in global governance. A centerpiece of this work is thinking afresh about how to adapt outmoded international institutions to rising powers. In September, IIGG welcomed Miles Kahler, distinguished professor at American University, as a CFR senior fellow for global governance. Dr. Kahler's research, roundtable series, and book project address the challenge of integrating emerging powers

into institutions of global economic governance, both old (such as the International Monetary Fund) and new (such as the Asia Infrastructure and Investment Bank). In a similar vein, Stewart Patrick wrote an article for *Foreign Affairs* on the efforts by the Organization for Economic Cooperation and Development—a club of rich world democracies—to enlist the support of rising powers for an international order based on common norms and rules. He also wrote a chapter for a United States Institute of Peace book on the dilemmas of enlisting rising powers in the governance of the so-called “global commons”—including the oceans, outer space, and cyberspace.

- ④ Finally, IIGG increased the impact of its recommendations on improving multilateral cooperation by redoubling its domestic and international outreach efforts. IIGG elevated its online presence by launching a programmatic Twitter account, as well as a new CoC Facebook page, which help educate the public in United States and abroad with quick, real-time updates. Through these social media platforms, IIGG’s timely analyses on pressing global challenges, including the CoC Global Memo series and The Internationalist blog, reached relevant audiences around the world. One blog post on the UN Security Council, for instance, was “liked” on Facebook nearly 1,200 times and Tweeted 85 times—including by David Miliband, former UK foreign secretary and president and CEO of the International Rescue Committee.

Next year, IIGG will expand several projects started in FY2015. First, IIGG will build on the momentum of the Council of Councils by hosting two international events (in Turkey in October and in New York in May) and by producing the second edition Report Card on International Cooperation. Second, to help update U.S. strategy toward multilateral institutions, Stewart Patrick will finish his book on the future of U.S. sovereignty and will continue to convene two roundtable series, on the United States and the Future of Global Governance, and on U.S.-UN Relations. Finally, IIGG will hold major international conferences in South Africa and in China to examine prospects for multilateral cooperation in a world of rapid power transitions, and to develop policy prescriptions for adapting existing institutions to this fluid global context. IIGG-supported fellows will also hold two events in the United States to bolster international cooperation on pressing threats, including a workshop on World Health Organization reform in the wake of the Ebola crisis, and a symposium to analyze prospects for global climate cooperation beyond 2015.

International Institutions and Global Governance Program Annual Report to the Robina Foundation

Project director: Stewart M. Patrick, senior fellow and director of the International Institutions and Global Governance program

Reporting Period: July 1, 2014–June 30, 2015

Report Due: August 18

The Council on Foreign Relations (CFR) is pleased to submit the seventh 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, as well as two annexes summarizing the program's fiscal year (FY) 2015 research projects and our anticipated work plan for FY2016.

Outline the goals and objectives established in your grant proposal.

The IIGG program analyzes the requirements for effective multilateral cooperation, conducts research on how to adapt international institutions to better tackle evolving twenty-first century challenges, and provides decision-makers with innovative and pragmatic solutions for managing the world's most pressing transnational problems.

Over the past year, IIGG has focused its research, meetings, and publications initiatives on four intersecting themes: promoting global dialogue on shared challenges; enhancing multilateral cooperation at the global and regional level; advancing research on innovations in global governance; and expanding the international impact of IIGG's policy recommendations.

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

Promoting global dialogue on shared challenges

In FY2015, the IIGG program expanded its global reach through high-profile international events and groundbreaking publications that informed policy debates and proposed novel solutions to shared governance challenges in the United States and abroad.

CFR's premier international initiative, the Council of Councils (CoC), cemented its position as a leading platform for global thought leaders to deliberate on major transnational challenges and devise strategies to make multilateral cooperation more effective. In FY2015, IIGG cohosted three high-profile CoC events: The CoC sixth regional conference in Ottawa, Canada, convened CoC's worldwide membership and additional experts from North America to explore potential innovations in regional and global cooperation. Among other topics, participants discussed potential options to ameliorate burgeoning territorial disputes resulting from the thawing of the Arctic, and to manage and conserve the region's fragile environment. One intriguing suggestion was that the Arctic Council be expanded to allow non-Arctic states to take part in collaborative initiatives, such as joint scientific research on transboundary pollutants. The event also gave CoC members the opportunity to build

connections with high-level Canadian officials, including Minister of Foreign Affairs John Baird and Supreme Court Justice Rosalie Silberman Abella, both of whom praised the CoC as an invaluable forum for advancing global understanding and building needed consensus among leading powers.

In January 2015, the CoC seventh regional conference in New Delhi, India gathered CoC experts from eighteen countries to deliberate on the future of West Asia and the Indo-Pacific region, including how to ensure strategic stability in Asia in the face of volatile nuclear dynamics, particularly among India, Pakistan, and China. In one noteworthy proposal, participants suggested that Asian powers could defuse regional tensions by codifying a commitment not to couple nuclear warheads with delivery systems. Navtej Singh Sarna, secretary (West) of the Indian Ministry of External Affairs, delivered a keynote address on the role of think tanks in foreign policy making, emphasizing the indispensable role of CoC member institutes in educating influential national audiences about the importance of effective multilateral cooperation.

In May, CFR hosted the CoC fourth annual conference in Washington, DC. The event convened experts from twenty-four countries for productive discussions about how states and institutions can adapt to the shifting global order and address rising geopolitical tensions. The CoC dedicated part of each panel session to exploring tangible solutions and practical policy recommendations. A recurrent theme was that existing global institutions—especially those created in the immediate aftermath of WWII, such as the International Monetary Fund—must integrate new centers of power if they hope to retain their legitimacy and effectiveness. The conference also featured a keynote address by Elizabeth Sherwood-Randall, U.S. Deputy Secretary of Energy, on the fast-changing global energy landscape and its geopolitical implications. Two prominent U.S. political analysts—Charlie Cook, editor and publisher of the Cook Political Report, and E.J. Dionne, columnist for the *Washington Post* and Senior Fellow at the Brookings Institution—helped CoC members handicap the U.S. presidential race, just getting under way. CoC members thus returned home with a better understanding of both global governance challenges and the domestic context of U.S. foreign policy—insights they could inject into policy dialogues in their own countries.

IIGG used the CoC annual conference to launch the inaugural CoC Report Card on International Cooperation—the first succinct, collective effort by top thinkers around the world to assess the state of global governance. To prepare the report, IIGG asked heads of member think tanks to evaluate international efforts on ten of the most important issues in 2014: the global economy, nuclear nonproliferation, climate change, development, global health, trade, cyber governance, transnational terrorism, and both interstate and intrastate conflict. The survey results formed the backbone of the CoC Report Card. Besides providing a letter grade for each international challenge, the CoC Report Card also ranks the ten challenges in order of importance in the coming year and identifies the most promising areas where policymakers might overcome obstacles to cooperation in 2015.

The Report Card was launched during a live CFR general meeting featuring four CoC institution heads and moderated by Margaret Warner, senior correspondent for the PBS *NewsHour*. The Report Card generated major media attention both in the United States and abroad. For instance, it was featured on the May 13 edition of the MSNBC television show *Morning Joe*, online by National Public Radio (NPR), and on the Mexican political radio show, *Enfoque Noticias*. In its first month, the Report Card generated over 31,000 online views. The heads of three CoC institutions also held a special

congressional briefing on the report's findings, during which they emphasized the importance of U.S. leadership in tackling major international challenges.

Recognizing the growing influence of emerging powers, IIGG has expanded its work on how these new players are seeking to transform multilateral cooperation. To help advance this agenda, IIGG in September 2014 welcomed a new Senior Fellow, Miles Kahler, also distinguished professor at the School of International Service at American University. His roundtable series on "Rising Powers and Global Governance" analyzed the dilemmas of and potential strategies for adapting existing international organizations to the rise of new powers. One notable event, "International Monetary Fund (IMF) Governance Reform: Will the World Wait for the United States?," featured IMF Executive Director Rakesh Mohan, Dr. Ted Truman of the Petersen Institute for International Economics, and the ambassadors of five emerging powers — Mexico, Indonesia, South Korea, Turkey, and Australia (the so-called MIKTA countries). The first major think tank event in Washington to focus on IMF reform, the event included senior congressional staff and current and former executive branch officials.

Another notable roundtable focused on the new Asian Infrastructure Investment Bank (AIIB), following the Obama administration's failed efforts to persuade allies not to join. The discussion examined rationales for and against joining the AIIB, the bank's likely effects on the U.S. position in Asia, and its implications for global economic governance. The event included representatives from the U.S. Department of State policy planning staff, the IMF Executive Board, the World Bank, the International Finance Corporation, the private sector, and the embassies of Mexico, Indonesia, South Korea, and the United Kingdom. One participant from the Chinese embassy in Washington said that he would report back to his embassy on the group's recommendation for China to ensure that the AIIB adheres to international governance standards.

In addition to sustaining roundtables, the Robina grant has supported major addresses at CFR by high-profile institutional leaders on tackling major global governance challenges. For example, Jim Yong Kim, president of the World Bank Group, discussed new initiatives by the World Bank to combat climate change. Kim emphasized that any new climate treaty agreed in Paris in late 2015 must support transformation away from a carbon-based global economy if the world is to successfully reduce emissions before the year 2100. Another notable meeting featured Christine Lagarde, managing director of the International Monetary Fund (IMF), who urged the U.S. Congress to approve IMF governance reform to ensure that the institution better represents emerging powers.

② *Enhancing multilateral cooperation at the global and regional level*

Over the past year, IIGG has used its convening power to influence U.S. policy debates on global and regional challenges and clarify policy options for officials seeking better multilateral cooperation on existing and emerging challenges.

IIGG demonstrated significant policy impact through its pioneering workshop "Advancing U.S. Leadership on Oceans Governance." The event gathered officials and experts on oceans policy from the United States and abroad. These included former UK Foreign Secretary David Miliband, chair of the Global Ocean Commission; Carol Browner, former commissioner of the Environmental

* Protection Agency; John Warner, former senator from Virginia; and David Balton, the lead State Department official for oceans policy. One of the central themes participants discussed was how to protect oceans from overfishing and environmental degradation, including the benefits of a multilateral treaty on Protecting High Seas Biodiversity, toward which the Obama administration had indicated opposition. Four weeks after the workshop, the United States switched its position, announcing that it would now support negotiations on such a treaty. Karen Sack of Pew Charitable Trusts informed IIGG that the workshop had helped persuade the United States government that it could safeguard its interests under such a treaty, while advancing ocean conservation.

Another notable workshop, "Cyber Threats and International Cooperation," brought senior officials from the U.S. government and the private sector together to debate the rules and norms that should govern cyberspace. The event, organized in coordination with CFR's Digital and Cyberspace Policy program and its Center for Preventive Action, convened cybersecurity experts from the academic, nonprofit, government, and private sectors to identify specific steps to enhance deterrence, strengthen defense, set standards in cyberspace, and develop appropriate response options to malicious activity in cyberspace. Participants identified specific policy recommendations to strengthen public-private information sharing and collaboration, so that the United States and like-minded nations can better prevent, deter, and respond to cyberattacks. The workshop featured top Obama administration officials, including Michael Daniel, special assistant to the president and cybersecurity coordinator at the White House, as well as senior corporate executives including Phil Venable, managing director and chief information security officer at Goldman Sachs. The event spurred subsequent congressional hearings on public-private sector collaboration on cyber issues, which included the workshop's panelists and participants.

In November 2014, IIGG convened a workshop in Addis Ababa, Ethiopia, entitled "Addressing Security Challenges in Africa," as part of the program's Rising Regionalism series. The gathering provided an opportunity for a visiting delegation of CFR fellows and members to meet with officials from the African Union (AU), United Nations, Western and African governments, and security experts from around the continent. The workshop's most important insight was the need for the AU to close the gap between aspirations and reality in developing and implementing the emerging African Peace and Security Architecture. Participants also discussed how external actors could best support African security, as well as the ideal division of labor among the United Nations, the AU, and African subregional bodies in peacekeeping. Following the workshop, the CFR delegation travelled to Djibouti, to visit the Combined Joint Task Force-Horn of Africa (CJTF-HOA), and then to Stuttgart, Germany, the headquarters of United States Africa Command (AFRICOM). In both locations they met with U.S. generals and senior State Department officials to discuss U.S. role in supporting peacekeeping, counterterrorist, and counterinsurgency efforts on the continent. During these meetings, the U.S. military solicited advice from CFR senior fellow John Campbell about appropriate means to support the Nigerian military's offensive against Boko Haram and other extremist groups. Subsequently, generals at AFRICOM and CJTF-HOA invited Paul Williams, an associate professor at George Washington University and CFR member who participated in the trip, to discuss ways to improve logistics to support peace operations in Africa, as well as to share his opinions on peacekeeping best practices among African militaries.

IIGG also helped U.S. and international policymakers navigate major global summits and respond to emerging crises. In advance of the 2015 review conference of the Treaty on the Nonproliferation of Nuclear Weapons (NPT), IIGG hosted a candid discussion featuring Rose Gottemoeller, U.S. undersecretary of state for arms control and international security, and Adam Scheinman, special representative of the President for nuclear nonproliferation and head of U.S. delegation to the NPT review conference. The event allowed outside experts and civil society representatives to suggest approaches to navigating tricky negotiations between nuclear and nonnuclear states, as well as propose useful strategies to communicate U.S. desires. IIGG also hosted the first meeting to review President Obama's special session of the UN Security Council on foreign terrorist fighters, intended to stem the flow of international recruits to the Islamic State. That event—“Countering Foreign Terrorist Fighters: A Multilateral Strategy”—featured Avery Alpha, director for counterterrorism at the National Security Council. Among other recommendations, participants urged the White House to connect its campaign against foreign fighters with existing multilateral initiatives, including the Global Counterterrorism Forum and UN counterterrorist financing arrangements.

Robina funds supported efforts by numerous CFR fellows to help policymakers better understand and respond to emerging global challenges. Stewart Patrick shared his research on the increasing importance of “minilateralism”—or smaller, more targeted modes of cooperation—with the National Intelligence Council, the focal point for mid to long-term strategic thinking within the U.S. intelligence community. Mark Lagon, CFR adjunct senior fellow for human rights, developed and presented a new concept of “human dignity” as a promising paradigm for bridging tired divisions between advocates of civil and political rights, on the one hand, and economic and social rights, on the other. In addition, during CFR's 2015 National Conference, a number of Robina-supported fellows shared their expertise with CFR members from the public and private sector, as well as policymakers and members of the U.S. military, on topics ranging from digital protectionism to rising powers to global economic governance.

Finally, congressional briefings supported by the Robina Foundation helped policymakers identify policy options for addressing critical transnational issues. Notable examples include:

- **“Crisis in Global Governance – Perspectives from Leading Think Tanks Around the World”** for congressional staffers, with the heads of three CoC institutions, including Memduh Karakullukçu, vice chairman and president of the Global Relations Forum in Turkey; Sunjoy Joshi, director of the Observer Research Foundation in India; and Rohinton P. Medhora, president of the Centre for International Governance Innovation in Canada, May 13, 2015.
- **“Human Dignity and the Future of Global Institutions”** for the Senate Committee on Foreign Relations, with Mark P. Lagon, CFR adjunct senior fellow for human rights, December 17, 2014
- **“The Future of NATO”** for representative Ander Crenshaw, with Patrick Costello, CFR deputy director for Congress and U.S. foreign policy program, December 11, 2014
- **“Global Threats”** for senior legislative congressional staffer Mike Pompeo, with Max Boot, CFR Jeanne J. Kirkpatrick Senior Fellow for National Security Studies, October 31, 2014.
- **“The Ebola Outbreak and the International Response”** for senior congressional staff, with Laurie Garrett, CFR senior fellow for global health, October 3, 2014

3 *Advancing research on global governance*

The IIGG program remains the preeminent source of research and analysis on global governance, providing practitioners of international relations and the public with online interactive guides, publications, and events throughout the year that explore multilateral cooperation.

The Internationalist blog, for instance, remained influential. IIGG published forty-five blog posts, which received over 57,000 views. Particularly popular blog posts included “President Obama’s UN Speech: Defending World Order,” which received nearly 5,000 views and was Tweeted by former NATO Secretary-General Javier Solana, and “Russia Assaults Ukraine—and the Liberal World Order,” which received nearly 3,500 views.

Stewart Patrick also wrote a chapter on conflict and cooperation in the so-called global commons, which appeared in the book “Managing Conflict in a World Adrift,” released in January 2015 by the United States Institute of Peace. The chapter surveys contemporary challenges to governing three “spaces” beyond the control of any one nation: the maritime domain, outer space, and cyberspace. Patrick also drafted three chapters of his book on the future of U.S. sovereignty in an age of global challenges. The book argues that the United States faces increasing pressure to trade off freedom of action and policy autonomy, on the one hand, for the promise of greater control over global forces—and indeed its own destiny.

IIGG continued to produce the monthly CoC Global Memo series. These timely expert briefs analyze pressing global challenges, providing provide policymakers and international institutions with concrete recommendations for more effective multilateral cooperation. CoC experts analyzed pressing transnational challenges, ranging from the Ebola crisis to the rise of radical Islam, and assessed the prospects and outcomes of major global forums, including the first UN World Conference on Indigenous Peoples and the Brisbane G20 Summit. The Global Memo of May 2015 offered guidance to states as they entered the Nonproliferation Treaty (NPT) Review Conference, based on the action plan agreed in 2010. Another Global Memo offered the Australian government suggestions for priorities to pursue during its G20 presidency.

IIGG roundtables also provided new insights about how global governance is working in practice. At one of these events, Marcos Bonturi, director for global relations at the Organization for Economic Cooperation and Development (OECD), explained how the OECD is seeking to remain relevant by engaging large rising powers outside of its membership, notably by creating special relationships with “key country” partners China, India, Brazil, Indonesia, and South Africa. The meeting provided U.S. policymakers and other participants with an intriguing model of how established powers might practically go about integrating emerging powers into an international order based on common norms and rules.

In June 2015, IIGG also cosponsored the Princeton Conference on Global Governance with Princeton University’s Project on the Future of Multilateralism, The Stanley Foundation, and the Global Summitry Project at the University of Toronto’s Munk School of Global Affairs. The event, focused on “Order and Disorder,” brought together leading international relations scholars to discuss

how the rise of geopolitical competition is influencing prospects for multilateral cooperation, as well as whether “bottom –up” approaches to global governance might help compensate for the paralysis of traditional intergovernmental cooperation in areas such as climate change. Perhaps the main insight from the conference was that cooperation on many global issues remains ongoing, despite strategic frictions among the great powers and the glacial pace of reform within formal international organizations.

4 Elevating IIGG’s international profile

In the past year, the IIGG program redoubled its outreach efforts to cement its position as a major platform for discussions about improving global governance, both in the United States and abroad. In February, IIGG launched its own Twitter account (@CFR_IIGG) to provide prompt, real-time updates about pressing global governance issues and to strengthen ties with other institutions and individuals interested in transnational challenges, including the members of the Council of Councils. In addition, the number of people “following” IIGG Senior Fellow Stewart Patrick on Twitter more than doubled during the year.

IIGG also dramatically increased its audience and impact on Facebook over the course of the year. In September, IIGG launched a dedicated Council of Councils Facebook page, intended to expand the visibility of this unique network of thought leaders, promote CoC publications and events, and educate interested audiences in the (now) twenty-six CoC member countries on major global governance issues. In less than a year, the CoC Facebook page received over 5,000 “likes” from around the world. Similarly, the IIGG Facebook page reached over 10,000 likes, and the number of likes/shares for individual posts skyrocketed during the year. One post on The Internationalist blog, “Obama’s National Security Strategy: New Framework, Same Policies,” received 450 Facebook likes and nearly 100 Tweets. Another, “Limiting the Security Council Veto in the Face of Mass Atrocities,” was liked on Facebook nearly 1,200 times and Tweeted 85 times—including by David Miliband, former UK foreign secretary and president and CEO of the International Rescue Committee.

Meanwhile, IIGG’s award-winning Global Governance Monitor continued to gain visibility as an unmatched educational tool. In the past year, the Global Governance Monitor received more than 250,000 views, marking a substantial increase from the previous year. Since launch, the GGM has received almost 800,000 views from around the world.

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.

Last year, many Global Governance Report Card reviewers recommended strengthening the product by surveying diverse experts from around the world. Accordingly, IIGG took a different approach in 2015, creating a new product, called the CoC Report Card on International Cooperation, based on surveys of CoC member institutions. To construct the CoC Report Card, IIGG asked the heads of CoC institutions to assess ten pressing challenges on three scales (recent performance, immediate importance, opportunity for breakthrough). This decision proved successful, as IIGG was able to leverage the CoC annual conference to raise awareness about the survey and gain greater media attention and international recognition.

Please share with us your thoughts about ideas/needs/trends related to your field of work that Robina might want to consider as we move forward.

As world order is shifting, global institutions need to adapt to integrate new centers of power—such as major emerging economies—in order to remain relevant and capable. Similarly, as nonstate actors—including multilateral corporations, criminal networks, and terrorist organization—become increasingly powerful, countries need to devise strategies to more effectively integrate new actors into global governance regimes. Finally, as transboundary challenges increase in magnitude and number, there is need for stronger and more consistent leadership from the United States, which retains unmatched influence over the global agenda.

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 \$228,201 at the end of the seventh year, which is year three of Phase II and year four of the Council of Councils. This balance will be applied to year eight activities.

IIGG continued to fulfill its ambitious mandate while incurring cost savings for the program. The largest of these savings came from the Council of Councils (CoC) as a result of lower expenses related to international travel, staff salaries, and publications. In addition, costs were lower for the annual CoC conference than the previous year because the event was held in Washington, DC, rather than New York. Moreover, CoC member institutions contributed their own funds to sponsor and travel to the regional and annual meetings, which further lowered the expenses incurred by the IIGG program.

Savings were also generated by lower personnel costs with the departure of the associate director and one research associate following the completion of the Food and Drug Administration project.

Expenses associated with publications and multimedia were lower than anticipated because IIGG chose to focus on the CoC Report Card and Stewart Patrick's book draft rather than commissioned working papers, policy innovation memoranda, interactive regionalism maps, and an infographic on food security.

Finally, research travel expenses were higher than anticipated due to additional costs related to the IIGG-sponsored conference on African regionalism in Addis Ababa, Ethiopia. These costs included flight fare increases, expenses for additional non-staff members of the CFR delegation to Africa (including Paul D. Williams and Princeton Lyman), and an added stop in Djibouti for consultations with the Combined Joint Task Force—Horn of Africa.

Financial Statement
Robina Foundation
July 1, 2014 - June 30, 2015

Year three award in Phase II
Balance as of June 30, 2015 applied to
year eight activities

\$2,034,971

\$228,201

	Year Seven Budget	Actual Expenses (7.1.14-6.30.15)
Core Staff	\$495,751	\$416,840
Senior Fellows and Studies Staff	\$475,463	\$459,275
Events	\$154,375	\$151,292
Research Travel	\$75,512	\$126,425
Publications	\$84,656	\$24,149
Multimedia	\$125,285	\$99,238
Council of Councils (CoC)*	\$262,775	\$173,112
Research Materials	\$20,791	\$20,281
Outreach/Communications	\$79,759	\$75,550
Project Management	\$265,431	\$265,431
Total	\$2,039,798	\$1,811,596

*Note the CoC approved budget reflects the year four CoC budget since expenses are based on the initiative's fourth year of activity. All other budget categories follow IIGG's year three approved budget.

International Institutions and Global Governance Program

Annex I: FY15 Activities and Outputs

Program Director: **Stewart Patrick**, senior fellow and director of the International Institutions and Global Governance program

Reporting Period: July 1, 2014–June 30, 2015

Report Due: August 18, 2015

Council of Councils (CoC)

- CFR hosted the Fourth Annual Conference in Washington, DC (May 10–12, 2014). Sessions included:
 - “Domestic Politics and U.S. Foreign Policy”
 - “Council of Councils over the Past Year”
 - “Managing the Crisis in Ukraine: Great Power Relations and the Future of Sovereignty”
 - “Countering Terrorism and Violent Extremism”
 - “The Imploding Middle East”
 - “Reforming Global Health Governance: Lessons From Ebola”
 - “A Conversation with Elizabeth Sherwood-Randall, Deputy Secretary of Energy”
 - “CoC Report Card on International Cooperation Launch”
 - “Currency Competition and International Trade”
 - “Dilemmas of Humanitarian Intervention: The Case of Syria”
 - “Controlling Nuclear Weapons: Reviewing the Nonproliferation Treaty (NPT)”
 - “Discussion of Future Directions of the CoC”

Regional Conferences:

- The Sixth Regional Conference, “Managing the New Global Commons,” was cohosted by CFR and the Centre for International Governance Innovation in Ottawa, Canada (September 28–30, 2014). Sessions included:
 - “Summitry and Diplomacy in the Arctic”
 - “Governing the Global Financial System”
 - “Breaking the Global Climate Change Deadlock”
 - “Conflict Management in a World Adrift”
 - “The Future of Internet Governance”
 - “Rise of Trade Megadeals”
- The Seventh Regional Conference, “Crisis in Global Governance: Reform or Reset?” was cohosted by CFR and the Observer Research Foundation in New Delhi, India (January 11–13, 2015). Sessions included:
 - “The Modi Mandate: What It Means for India and the World”
 - “Nuclear Asia”
 - “New Geometry of Extremism and Instability: Responding to Contemporary Developments in West and Southwest Asia”

- “Great Power Dynamics in the Indo-Pacific”
- “The Role of Think Tanks and Civil Society in Foreign Policy Making”
- “Internationalization of Internet Governance”
- “Challenges for a Post-2015 Climate Change Agreement”
- “A Portrait of India”
- “Future of Multilateral Trading Systems”
- “Crisis in Global Governance”

CoC “Global Memo” Expert Briefs (provided by CoC members):

11

- [The Challenge of Humanitarian Intervention Since Rwanda](#)
- [The Two Radical Sources of Instability in the Middle East](#)
- [The World Conference on Indigenous Peoples: A View From Indonesia](#)
- [Ebola and Cultures of Engagement: Chinese Versus Western Health Diplomacy](#)
- [What Will Define Success at the Brisbane G20 Summit?](#)
- [The Tricky Path to a Global Climate Agreement](#)
- [2015: Seven Global Summits That Deserve Your Attention](#)
- [A Chinese Perspective on the BRICS in 2015](#)
- [The Panama Summit and the Withering Inter-American Ideal](#)
- [Closing Rifts in the Nuclear Order](#)
- [The Nexus Between the Conflicts in the Mideast and Ukraine](#)

Roundtables:

- The United States and the Future of Global Governance Roundtable Series: 5
- U.S.-UN Roundtable Series: 5
- Roundtable Series on Rising Powers and Global Governance: 4
- Global Health Governance Roundtable Series: 4
- Roundtable Series on International and National Security Law: 2
- Human Rights, Southeast Asia, and the Pivot Roundtable Series: 2
- Roundtable Series on Latin America: 4
- Roundtable Series on the Rule of Law and U.S. Foreign Policy 5

Workshops and Study Groups:

- [Making Multilateralism Work:](#) 2
 - Cyber Threats and International Cooperation
 - Advancing U.S. Leadership on Oceans Governance
- [Rising Regionalism:](#) 1
 - Addressing Security Challenges in Africa
- Study Group on Chinese Foreign Policy 8
 - The Historical Inheritance and Modern Context for Chinese Foreign Policy
 - The Bureaucratic and Institutional Drivers of Chinese Foreign Policy

- Land Borders and Maritime Disputes
- Economic Drivers and Energy Imperatives in Chinese Foreign Policy
- China and Multilateral Diplomacy
- China and Japan
- Chinese Foreign Policy and the Rise of the PLA
- Other 1
 - Addressing Currency Manipulation: Trade and Macroeconomic Policy Alternatives

Congressional Meetings and Briefings:

- Expert Bank Briefings: 53
- Congressional Senior Staff Roundtables: 13
- Foreign Policy Breakfast Forums: 9
- Congressional Foreign Policy Study Groups: 2
- Special Briefings: 4

Publications, Meetings, and Briefings by Stewart Patrick:

- Blog Posts: 45
- Briefings of Government Officials or Prominent Experts: 55
- Articles by Stewart Patrick 10
 - “Extracting Justice: Battling Corruption in Resource-Rich Africa”
 - “NATO’s Moment of Truth Arrives”
 - “If Scotland Bolts: What Happens to the UK’s Security Council Seat?”
 - “What to Expect from Obama’s Plan to Stop Foreign Fighters”
 - “Four Ways the U.S. Can Help the African Union Stand on Its Own”
 - “Aid Fatigue is Hurting Displaced Syrians”
 - “Seven Global Summits to Watch in 2015”
 - “How UN Members Want to Bypass a Security Council Veto”
 - “Economic Coalition of the Willing”
 - “Geopolitics Is Back—and Global Governance Is Out”

IIGG Publications

Council of Councils Report Card on International Cooperation (Launched May 12, 2015)

The Report Card grades global efforts to address ten major issues in 2014, ranks these issues in terms of importance, and assesses prospects for breakthrough in 2015:

- Preventing Nuclear Proliferation
- Managing the Global Economic System
- Mitigating and Adapting to Climate Change
- Advancing Development
- Promoting Global Health
- Expanding Global Trade
- Managing Cyber Governance

- Combating Transnational Terrorism
- Preventing and Responding to Violent Conflict Between States
- Preventing and Responding to Internal Violent Conflict

Policy Innovation Memorandum

1

- “Designing a Global Coalition of Medicines Regulators”

Global Governance Monitor

Relaunch Updates:

2

- Oceans
 - “Strengths and Weaknesses: Overall Assessment”
 - “Maintaining Freedom of the High Seas”
 - “Confronting Illicit Trafficking”
 - “Securing Commercial Shipping”
 - “Combating Piracy”
 - “Reducing Marine Pollution and Climate Change”
 - “Sustainable Fisheries Policies on the High Seas”
 - “Managing the Arctic”
- Nuclear Proliferation
 - “Strengths and Weaknesses: Overall Assessment”
 - “Establishing a Normative and Legal Framework”
 - “Preventing Proliferation by State Actors”
 - “Interdicting Illicit Nuclear Transfers”
 - “Securing Fissile Material and Nuclear Arsenal”
 - “Oversight of Civilian Nuclear Programs and Dual-Use Technologies”
 - “Disarmament”

International Institutions and Global Governance Program

Annex II: FY16 Anticipated Activities

Program Director: **Stewart Patrick**, senior fellow and director of the International Institutions and Global Governance program

Reporting Period: July 1, 2014–June 30, 2015

Report Due: August 18

The International Institutions and Global Governance (IIGG) program will devote its eighth year to expanding the global impact of the Council of Councils; updating U.S. strategy towards multilateral institutions; and responding to shifts in multilateral architecture.

Expanding global impact: The Council of Councils

Over the past four years, the Council of Councils has become CFR's premier international initiative and an authoritative voice in promoting effective cooperation on shared transnational challenges. IIGG will build on this momentum during FY16, harnessing the intellectual weight and policy heft of these distinguished thought leaders through events and publications. The eighth regional meeting, which will occur in Istanbul, Turkey in October 2015, will allow the network to assess and inform the current Turkish chairmanship of the G20. The annual meeting in May 2016 will provide opportunities for CoC members to engage high-profile U.S. officials and influential foreign policy figures, including on how the U.S. elections are likely to influence the U.S. global agenda and U.S. support for multilateral cooperation. Throughout the year, IIGG will inject analytical insights and policy recommendations from CoC publications and meetings into foreign policy debates in the United States and abroad. IIGG will continue to develop and expand dissemination of CoC products, including through social media, CFR.org, and the CoC webpage, as well as by working more closely with the communications teams of other CoC member institutions. The CoC will also hold a major public event at its conference in Istanbul to showcase the network to Turkish, regional, and global audiences. Finally, IIGG will produce a second edition of the CoC Report Card in May, 2016, and will expand the report's impact by adding policy recommendations from CoC presidents on each of the ten major global challenges analyzed in the report.

Updating U.S. strategy toward multilateral institutions:

During FY16, IIGG director Stewart Patrick will prioritize work on his book manuscript on U.S. sovereignty in a global age. The thesis of that book is that the United States can remain master of its own fate only by making trade-offs among three different aspects of its national sovereignty: authority, autonomy, and control. In most circumstances, the major "sovereignty bargain" will be to exchange autonomy (or freedom of action) for the promise of greater control over global challenges—and its own destiny. Separate chapters will show how the United States should pursue sovereignty bargains in its approach toward international law, transnational security, the international economy, and international organizations. A draft of the manuscript will be ready by the end of April 2016, with publication slated for late spring/early summer 2017.

Stewart Patrick will also continue to convene two roundtable series, on the United States and the Future of Global Governance, and on U.S.-UN Relations, gathering prominent policymakers and representatives from the academic, nongovernmental, and business communities for timely discussions on emerging transnational challenges and innovative multilateral responses to them. Finally, to promote constructive dialogue among candidates and the broader electorate in the run-up to the 2016 presidential and congressional elections, IIGG will craft publications, including The Internationalist blog, to educate the public on candidates' emerging strategies for dealing with global challenges and to emphasize the U.S. stakes in a more effective multilateral system.

Responding to shifts in multilateral architecture

IIGG will continue to harness the expertise and time of other CFR fellows, centers, and programs to examine prospects for multilateral cooperation in a world of rapid power transitions, and to develop policy prescriptions for adapting existing institutions to this fluid global context. This will include two overseas events in FY2016: In collaboration with John Campbell, IIGG will sponsor a meeting in South Africa in late winter 2016 to assess how South Africa's economic growth and integration into the BRICS group influences the country's international agenda and its role in regional and global multilateral cooperation. IIGG will also collaborate with the Center for Geoeconomic Studies to organize a workshop in China on that country's chairmanship of the G20, with a particular focus on new areas of international economic coordination, including in global energy governance. IIGG-supported fellows will also organize at least two important events in the United States. Yanzhong Huang will hold a workshop to analyze prospects and devise recommendations for WHO reform in the wake of the Ebola crisis. Michael Levi, director of the Center for Geoeconomic Studies, will cosponsor a CFR symposium on the pivotal Paris Conference of Parties to the UN Framework Convention on Climate Change, with a goal to analyzing prospects for global climate cooperation beyond 2015. Finally, IIGG senior fellow Miles Kahler will continue work on his book on rising powers and global governance.

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August 18, 2015

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

Dear Kathleen,

I am pleased to present our year two report on the Center for New Americans.

The report has three parts. Part 1 is a broad overview of our progress. Part 2 highlights how the Center and our partners responded to the recent Central American refugee crisis, then details the progress of the Federal Litigation Clinic, the Detainee Rights Clinic, and our Outreach and Education Program. Part 3 discusses how political gridlock and shifts in government enforcement priorities continue to shape our work, and summarizes some of our goals for the coming year. The report includes appendices with supplemental information about Center personnel, press coverage of our work, outreach activities, and the budget summary.

The Center's unique collaborative model has yielded results far surpassing our expectations. Working together with our partners we won changes in U.S. immigration law that improved the lives of thousands of immigrants. We met or exceeded virtually all of our year two benchmarks:

- The new Federal Litigation and Detainee Rights clinics are fully established and fully enrolled with waiting lists. So far, the Law School has more than quadrupled the number of immigration-related experiential learning opportunities we offer from 10 to 43.
- The Center, with co-counsel Faegre Baker Daniels and the Immigrant Law Center of Minnesota, won its first U.S. Supreme Court merits case, *Mellouli v. Lynch*, a case that will save countless immigrants with minor criminal convictions from deportation. We also helped a coalition of law school clinics and human rights groups win a landmark decision extending asylum protection to victims of severe domestic abuse. In all, the Center and our partners pursued 26 immigration matters before federal courts, completed 15 cases, and were successful in 12 (80%).

- The Detainee Rights clinic, with our partners, extended representation to immigrant detainees in 43 bond hearings and won relief in 29 (67%). We represented clients in 37 merits cases, completed 22, and won relief in 16 (73%). Students organized a new Legal Orientation Program that gave over 120 detainees early access to legal advice and high-quality educational materials.
- The Education and Outreach Program fully implemented initiatives to educate hundreds of noncitizens about their legal rights, and we trained hundreds more lawyers to provide pro bono service to immigrants. Among our initiatives was a new externship course operated in cooperation with The Advocates for Human Rights.

Our extraordinary progress gives us great momentum as we enter our third year. With our partners the Center will continue to build upon the many achievements detailed in this report, and we look forward to discussing it with you when we meet in September.

Sincerely,

A handwritten signature in dark ink, appearing to read "David Wippman", written in a cursive style.

David Wippman



Center for New Americans ANNUAL REPORT – YEAR TWO

PART 1 | OVERVIEW

It was a remarkable year for the Center. Together with our law firm and non-profit partners we won transformational changes in U.S. immigration law that are benefitting thousands of people. By combining the passion and intelligence of our students with the resources and expertise of our partners we gave unparalleled representation to immigrants—often saving families, sometimes even saving lives. The early achievements detailed in this report prove the exceptional long-term potential of our collaborative model; they have already put the Center for New Americans on the map as an innovative leader in high-impact clinical legal education.

We met or exceeded virtually all benchmarks for progress:

- **Building the Center.** The Federal Immigration Litigation and Detainee Rights clinics finished their first full academic year and continue to integrate with the Immigration and Human Rights Clinic. All three clinics were fully enrolled, and we offered a new externship course. To date, we have more than quadrupled immigration-related experiential opportunities from 10 to 43.
- **Federal Immigration Litigation.** Law students played key roles in our first U.S. Supreme Court victory, led high-profile asylum litigation in courts of appeals, and challenged the unconstitutional detention of immigrants in U.S. district court. In all, the Center and our partners pursued 26 matters before courts across the country, completed 15 cases, and were successful in 12 (80%).
- **Detainee Rights.** With our partners we expanded representation to immigrant detainees in 43 bond hearings and won relief in 29 (67%). We represented clients in 37 merits cases, completed 22, and won relief in 16 (73%). Students launched a Legal Orientation Program that gave over 120 detainees early access to legal advice and high-quality educational materials.
- **Education and Outreach.** The Education and Outreach Program expanded our impressive network of university, community and a national allies. We fully implemented joint initiatives that educated hundreds of noncitizens about their legal rights, and we trained hundreds of lawyers to provide pro bono service to immigrants.

More than 40 lawyers from the Center's six partner institutions joined us to represent immigrants in year two. Since our launch, the three law-firm partners—Faegre Baker Daniels; Dorsey & Whitney; and Robins Kaplan—have contributed over 3,100 pro bono hours to Center cases, and the total value of their investment in the Center now exceeds \$1.1 million.

PART 2 | DETAILS OF PROGRESS

EMERGING TREND: THE CENTRAL AMERICAN REFUGEE CRISIS

The Center took swift action with our partners to address the recent surge of Central Americans seeking refuge in the United States. Last year, the Department of Homeland Security (DHS) detained tens of thousands of families and unaccompanied children as they arrived at our southern border. DHS made deporting them its top enforcement priority even though many had strong claims to asylum. Thousands were eventually released on bond or to family members across the country. Hundreds relocated to Minnesota but were kept on a fast-moving “priority docket” before the local immigration court. Large numbers of indigent Central Americans with complex cases and little time to act desperately needed legal help. The demand for assistance exceeded the resources of our non-profit partners.

The Center responded by helping our partners design and rapidly deploy a new pro bono project. By joining forces and enlisting law students we coordinated free screenings for hundreds of Central Americans at their first immigration court appearances. So far the project has provided merits representation to over 100 individuals with the strongest cases. We expect the project will continue for at least one more year.

As detailed below, the Center’s coordinated litigation in higher courts complements the steps we are taking with our partners on the ground in Minnesota to expand asylum protection for this vulnerable population of refugees. The Center’s volunteer Translation and Interpretation Program (TIPs) has also provided project lawyers with free interpreters and document translation.

To facilitate this near-term project, we have advised our non-profit partners—the Immigrant Law Center of Minnesota, The Advocates for Human Rights, and Mid-Minnesota Legal Aid—to temporarily redirect some of the resources Robina provided for representing detainees. The Center and our partners have and will continue to expand representation for detainees in Minnesota, but the rate of that progress will likely be slightly lower than our original projections as we attend to the competing demand of the Central American priority docket.

FEDERAL IMMIGRATION LITIGATION CLINIC

The Center for New Americans seeks improvements in U.S. immigration law through collaborative impact litigation in federal courts and related advocacy beyond the courtroom. The win at the Supreme Court in *Mellouli v. Lynch* and our coordinated advocacy for asylum seekers have both helped transform U.S. law to the benefit of countless immigrants and their families. These successes, among others, enhanced the Center’s profile and allowed us to build relationships with even more national allies who can support our cases with *amicus curiae* briefs.

Federal Immigration Litigation Clinic | Progress on benchmarks

Year Two Benchmarks	Status
Set litigation priorities with partners	Complete. Our advisory committee kept 5 priorities for year two: • Expanding asylum protection for victims of persecution • Protecting the rights and liberties of noncitizens in deportation proceedings • Securing the rights of immigrant and refugee children • Protecting family unity for families • Countering arbitrary agency action and delays
Increase annual number of appellate and district court matters handled from baseline of 8 to 18-24	Exceeded. The Center and our partners handled 28 litigation matters, completed 15, and succeeded in 12 (80%): • 1 merits case at U.S. Supreme Court ▪ 1 win ▪ 1 with amicus support • 11 petitions for review in U.S. Courts of Appeals: ▪ 3 wins / 8 pending ▪ 4 with amicus support • 5 petitions for rehearing <i>en banc</i> to U.S. Courts of Appeals: ▪ 3 wins / 2 losses ▪ 2 with amicus support • 2 cases in U.S. District Courts ▪ 2 pending • 3 cases at Board of Immigration Appeals (BIA) ▪ 3 wins ▪ 1 with amicus support • 6 amicus curiae briefs (5 in Courts of Appeals / 1 at BIA): ▪ 3 wins / 1 loss / 1 pending
Enroll 12-16 students in clinic	Complete. The clinic was offered on a full-year basis for the first time in 2014-15. We enrolled 8 new students and 4 student directors for a total of 12. In addition we had 1 full-time summer student director and supervised 1 litigation extern with our non-profit partner, the Immigrant Law Center of Minnesota, for an overall total of 14 . Student reviews were enthusiastic. All 5 of our 2L students from 2014-15 applied to return as 3L student directors in 2015-16, and the clinic is fully enrolled for 2015-16 with a waiting list.

Federal Immigration Litigation Clinic | Year-two highlights and results

- Supreme Court victory. The Center teamed with Faegre, Baker, Daniels, and the Immigrant Law Center of Minnesota to score a major victory in *Mellouli v. Lynch*. On June 1st, the Supreme Court issued a 7-2 opinion rejecting the

government's harsh policy of deporting many immigrants convicted for low-level drug paraphernalia offenses. The Court ruled our client, a U.S. resident and mathematician from Tunisia, was unlawfully deported for possessing a sock that allegedly contained 4 pills of Adderall, a common attention-deficit medication. The win will protect thousands of immigrants from the government's draconian misinterpretation of the deportation law. Anna Finstrom ('15), Caitlinrose Fisher ('15), and Robina Fellow Julia Decker ('14) played key roles on our team under the direction of teaching fellow Kate Evans, and all three attended oral argument in Washington, D.C.. Over 90 leading immigration scholars and immigration rights groups supported us with amicus briefs. The win garnered extensive press coverage, including coverage of the Center's unique partnership model. (Appendix B, 6-15).

- Asylum for Central American youth and women. In response to the recent refugee crisis, the Center redoubled efforts to expand asylum for Central American youth and women. We worked in coordination with the Asylum Litigation Working Group, a national coalition of asylum experts from law school clinics and human rights organizations:
 - Students Anne Dutton, Zack Albin, and Anna Finstrom represented Central American clients in prominent, ongoing appeals before the Second and Ninth Circuits. In both cases we are challenging a U.S. policy that denies asylum to most victims of gang persecution, even young children recruited into gangs by extreme violence and death threats. Coalition allies from Harvard, UNLV, and Hastings are supporting us with amicus briefs.
 - In August 2014 we helped the same coalition win a landmark ruling from the Board of Immigration Appeals (BIA) that extends asylum to certain women who have suffered severe domestic violence. The decision cites an amicus brief we co-authored with Harvard Law School. The new BIA precedent has already benefited hundreds of Central American women caught up in the current refugee crisis. For example, students in Steve Meili's Immigration and Human Rights Clinic sought asylum for a woman who fled El Salvador because police would not protect her from extreme spousal abuse. Only after the BIA ruling did the government drop its stiff resistance to her compelling claim, and the immigration judge cited the new BIA precedent in granting asylum. This scenario has played out in hundreds of similar cases across the country over the past year. Our coalition is now engaging top immigration officials in non-adversarial advocacy, asking them to apply the BIA precedent broadly to more victims of gender-based persecution. (Appendix B, 21-22).
- Collaborative litigation for detained immigrants. The Federal Immigration Litigation and Detainee Rights clinics collaborated in a number of cases during year two. In one case, adjunct professor Kirsten Schubert of Dorsey & Whitney supervised law students Rebecca Cassler and Nick Hittler in the Center's first habeas corpus petition. We are asking the U.S. District Court to end the two-

year detention of our client, a mentally ill asylum applicant from Sierra Leone who is the father of four U.S. citizen children. Dorsey & Whitney lawyers Andrea Wiltrout and Andrew Brantingham, and Detainee Rights Clinic students Brent Johnson and Kareem Tawfic, fought parallel litigation for the same client at the Eighth Circuit and immigration court, urging he be granted asylum. In July, the government finally conceded our client faces torture and cannot be deported to Sierra Leone. Yet even after the immigration judge agreed and ended his deportation case, the government continued to detain our client. The ACLU has since joined us in the habeas corpus action and together we are now seeking a court ruling that will both free our client and force the government to change its unlawful policy of detaining immigrants even after they win in immigration court. (Appendix B, 16-20).

DETAINEE RIGHTS CLINIC

The Detainee Rights Clinic defends indigent noncitizens in immigration court after they are incarcerated by the Department of Homeland Security (DHS). Director Linus Chan, teaching fellow Meghan Heesch, our students, and our partners worked together to increase representation, expand earlier access to legal advice, and advocate for better conditions on behalf of immigrant detainees. The clinic took leadership of a state-wide project that coordinates pro bono legal screenings for all detainees at their first appearance in immigration court.

Detainee Rights Clinic | Progress on benchmarks

Year Two Benchmarks	Status
Increase number of detainees represented in bond hearings to 40+	Complete. The Center represented clients in a collective total of 43 bond hearings and achieved a positive outcome in 29 (67%) by winning a substantial bond reduction or release of the client either with or without supervision.
Increase number of detainees who receive merits representation to 40+	Substantial progress. The Center and our partners provided merits representation to a total of 37 detained immigrants and completed 22. Among the 22 matters completed, we obtained relief for the client in 16 (73%).
Enroll 12-16 students in clinic	Complete. The clinic was offered on a full-year basis for the first time in 2014-15 and enrolled 8 new students plus 3 student directors, for a total of 11. The clinic also had 2 student directors during the summer for an overall total of 13.
	Student reviews were again enthusiastic. 2 of our 2L students from 2014-15 will return as 3L student directors in 2015-16, and the clinic was fully enrolled for 2015-16 with a waiting list.

Detainee Rights Clinic | Year-two highlights and results

- **Legal Orientation Program.** The Center implemented a Legal Orientation Program (LOP) that for the first time gives immigration detainees on-site know-your-rights presentations, screenings, and high-quality educational materials. Students from all three Center clinics took part in periodic LOP visits to three Minnesota detention centers and provided service to over 120 detainees. The program also educates family members so they can understand and assist detainees in their removal proceedings. The early outreach can be crucial. During one visit student Kerry McGuire met a detainee slated for deportation the next day without a hearing. Kerry's screening revealed the deportation would be unlawful. The clinic intervened and freed the client, who was able to marry his fiancée, a pastor from North Dakota. A family that would have been destroyed remains intact.
- **Detention conditions and mental health.** Improving detention conditions and access to mental health care continued to be top priorities. Partnerships with the Community-University Health Center and the medical school's forensic psychiatry program gave clients access to crucial psychiatric evaluations that helped us win cases. But medical care provided by detention facilities themselves is often poor. Students researched detention regulations to evaluate advocacy options for obtaining improved care. We also continued our work to end solitary confinement of immigrant detainees, including the mentally ill. In December, students led a seminar for 40 lawyers and advocates on this topic. This spring, the Detainee Rights and Federal Litigation clinics engaged our partners and ACLU to evaluate litigation that will stop solitary confinement if other advocacy fails.
- **Investigating detention practices.** The Center and the University of Maryland teamed with the American Immigration Council to advance our investigation of a secretive computer tool the Department of Homeland Security uses to automate immigration custody and bond decisions—a threat to due process rights. We used Freedom of Information Act requests to gain significant data about the program, but it does not allay our concerns and the information was incomplete. Dorsey & Whitney joined us to demand the withheld records and we may sue DHS in federal court to force full disclosure.

EDUCATION AND OUTREACH PROGRAM

The Education and Outreach Program teaches noncitizens about their legal rights and informs the wider community about issues of immigration policy. The Program also trains lawyers to provide high-quality pro bono services to New Americans. In year two we expanded our network of university, community, and national allies. The Center engaged students, partners, and allies in a number of successful education and outreach initiatives.

Education and Outreach Program | Progress on benchmarks

Year Two Benchmarks	Status
Fully establish network of University and Community allies	Complete. Our list of allies now includes: Law School -- Human Rights Center, Minnesota Justice Foundation, Asylum Law Project, Tax Clinic, Child Advocacy Clinic, Civil Clinic, Career Center. University-wide – College of Liberal Arts, Humphrey School of Public Affairs, Immigration History and Resource Center, Medical School (forensic psychiatry), Community-University Health Center, Center for Integrative Leadership, Office of Student Engagement, Student Learning Center, Urban Research Outreach and Engagement Center, Latin American Studies Dept., History Dept., Chicano Studies Dept. Community -- ISAIAH, , NAVIGATE, Greater Minneapolis Council of Churches, International Institute of Minnesota, Lutheran Immigration and Refugee Service, Interfaith Immigration Coalition, Metro Behavior Health Center, Minnesota Coalition Against Sexual Assault, Minneapolis Public Schools Adult Education Program, Catholic Charities, Parents in Community Action, and the Tubman Center, Comunidades Latinas Unidas En Servicio (CLUES), Consulate of Mexico, Oromo Community of Minnesota, Karen Organization of Minnesota, Confederation of Somali Community in Minnesota.
Fully implement educational and outreach programs and materials for noncitizens	Complete. The Center and The Advocates for Human Rights created a new year-long externship course that engaged 6 students in several projects and culminated in a Spring outreach symposium with over 500 community participants. The Center fully implemented three ongoing projects that enlisted 15 law students to help give legal screening, referrals, or educational materials to more than 200 immigrants in deportation proceedings. Our Translation and Interpretation Program (TIPs) has trained 100 volunteers, including law students, who responded to over 100 requests for service from our clinics, partners and community allies. In all, our education and outreach work reached over 1000 people. (See appendix C for additional details).
Fully implement educational and outreach programs and materials for pro bono lawyers	Complete. The Center and our partners organized and co-hosted three conferences at the Law School on asylum law, immigration detention, and federal immigration litigation. Together with local off-site trainings, we educated and provided materials to over 120 lawyers and over 100 volunteer law students in Minnesota. Center faculty were invited to provide educational presentations and materials at a number of other conferences or trainings across the country attended by over 500 lawyers. In total we educated more than 800 lawyers and law students. (See appendix C for additional details)

Education and Outreach Program | Year-one highlights and initiatives

- New externship course and outreach conference. The Center for New Americans partnered with The Advocates for Human Rights to offer a new full-year Immigration Education and Outreach Course, taught by adjunct faculty from The Advocates, Michele Garnett McKenzie ('96) and Sarah Herder. Six law students worked with community-based groups in support of legislation to give undocumented workers Minnesota drivers' licenses, better protections of immigrant workers' rights, and other issues. Students and faculty also organized a major university and community-wide outreach conference at the Law School and Humphrey School of Public Affairs, titled *Out of the Shadows? The Future of Immigration Policy for Undocumented Americans*. The event was co-hosted by the Center, The Advocates, and the Immigration History and Research Center, with many sponsors. Over 500 immigrants, advocates, students, law-makers, lawyers, academics and other community members attended. Pulitzer Prize winning journalist and filmmaker Jose Antonio Vargas joined Center faculty, partner representatives, and a group of undocumented high-school and college students to discuss immigration reform and the campaign to win access to Minnesota driver's licenses. Vargas gave a keynote address at the Humphrey Center followed by panels of immigrant leaders, Center faculty, and state legislators who spoke to the Central American refugee crisis, President Obama's prosecutorial discretion initiatives, and drivers' licenses for the undocumented. Vargas also screened his film *Documented* followed by a Q&A session with immigrant students and community members.
- Asylum Law Project. The Asylum Law Project (ALP), is an organization of over 60 first-year law students who volunteer each year with organizations across the country that serve asylum seekers. The Center for New Americans deepened its engagement with ALP. In November, Steve Meili trained 65 ALP students in the basics of U.S. asylum law. During winter break Linus Chan and Rebecca Scholtz, an attorney with our partner Mid-Minnesota Legal Aid, supervised 6 ALP volunteers on a trip to Texas where they worked with ProBAR, a non-profit legal services office that represents children and adults detained at the U.S./Mexico border. Students interviewed clients, helped file applications for immigration relief, and conducted legal research. The group also toured a major Department of Homeland Security detention facility holding families and unaccompanied minors from Central America, giving students a first-hand view of the refugee crisis the Center and its partners are working to address at a local and national level. A number of ALP students will join our clinics this fall.
- Translation and Interpretation Project (TIPs). Kjerstin Sanden, the Center's Program Coordinator, created TIPs last year to provide interpretation and document translation services to our clinics, partners, and other community allies. Kjerstin's network of volunteers grew to over 100 individuals fluent in 16 languages. Sally Nichols, a former immigration court interpreter, joined

TIPs to help train volunteers. TIPs now assists the Law School's Civil Practice and Child Advocacy clinics in addition to the Center's three immigration clinics. TIPs interpreters also serve the new pro bono project the Center and our partners deployed to screen Central American children and families at their initial hearings in immigration court. In year two, TIPs volunteers responded to over 135 requests for interpretation and document translations.

PART 3 | TRENDS AND THE YEAR AHEAD

Three trends we identified in last year's report persisted and will continue to shape our work. First, political stalemate has put significant immigration reform out of reach until after the 2016 elections. Second, as discussed in part 2 of this report, the Central American refugee crisis that peaked in late 2014 will continue to impact Minnesota for at least the next year. Third, at same time the Obama Administration began targeting Central Americans last year, it also moved to implement humanitarian policies that would spare from deportation about 5 million undocumented youth and adults already living in the country. The new humanitarian policies have been blocked in court, at least temporarily, but in the meantime DHS has detained fewer undocumented immigrants who would qualify under them. This shift in enforcement policy has somewhat reduced the number of immigrants detained in Minnesota, and those immigrants DHS did detain tended to have more difficult cases in terms of criminal history and eligibility for relief. This makes the capacity and expertise of the Detainee Rights Clinic even more important to our local immigrant community.

With legislative reform unlikely in the near term, the Center and its partners will continue to pursue our litigation priorities in the courts, coupled with non-adversarial policy advocacy where feasible.

In the area of asylum, our coalition of advocates won greater protection for many Central American women at the Board of Immigration Appeals, and here we are optimistic immigration authorities may agree with us to extend asylum to even more victims of gender-based violence without new rounds of litigation. By contrast, adequate asylum protection for victims of gang violence will have to be won in federal courts, and our pending appeals could help achieve this goal. In year three, Sally Silk of Robins Kaplan, and Rebecca Scholtz of Mid-Minnesota Legal Aid, will join the Center as adjunct professors to engage more students in advocacy for Central American clients at all levels, from the local immigration court, to federal appellate courts, and beyond the courtroom.

Our priority of protecting the rights of immigrants in removal proceedings—especially our efforts to limit disproportionate immigration consequences for criminal convictions—will also require hard-fought, strategic litigation over the long term. *Mellouli* demonstrates this reality. Following the Supreme Court's decision, the same panel of Eighth Circuit judges who were overruled entered an extraordinary new order narrowly tailored to complicate Mr. Mellouli's return by

offering the government the option of reopening his individual deportation case for further proceedings. This action is flatly inconsistent with the Supreme Court decision and we have filed new motions to enforce the Supreme Court's mandate. We expect this to be resolved in the near term, and while the Eighth Circuit's decision cannot affect the Supreme Court ruling as it applies to others, it does illustrate the resistance individual immigrants must overcome to vindicate their own rights before many courts and government agencies. We have built the capacity and alliances to carry forward this hard but essential work—for Mr. Mellouli and for other immigrants whose cases we will continue to litigate in order to improve the law.

In the area of detention, we will expand our efforts to systematically challenge both the unlawful detention of immigrants and the improper use of solitary confinement in Minnesota's immigration detention facilities. Dorsey and Whitney attorney Kirsten Schuman continues to assist the Center on this front, and we will build on our new partnership with the ACLU. The Center has and will advocate for better conditions directly with immigration officials, but we must back those efforts with a robust capacity to litigate in federal court.

The Center also has new education and outreach initiatives in the works. To help address demand for representation of Central American refugees we will transform our fall asylum conference to make student volunteers with the Law School's Asylum Law Project our new target audience. This will provide ALP volunteers more extensive training, and through our coalition of national advocates we will help facilitate more volunteer trips, as well as local volunteer opportunities. Also, this year students from all three Center clinics will produce comprehensive practice advisories on developing issues in immigration law for both local and national audiences. These will be the foundation of a new immigration law conference to be held in the spring at the Law School, run by students and our partners.

We are deeply grateful to Robina for the opportunity to do this work, and grateful also to our law firm and non-profit partners for the extraordinary time, expertise, and resources they have invested in the Center. The collaborative approach to legal education and public service we put into practice at the Center for New Americans just two years ago has already set us apart from other law school clinics. We believe the impact we have made so far is extraordinary, and that it confirms the unique power of our model to drive even greater transformation in law and legal education over time. While proud of this initial success, it is just the beginning. We look forward to building on it with our partners in the year ahead.

APPENDICES

- Appendix A - faculty and staff biographies
- Appendix B - selected press coverage
- Appendix C - education and outreach activities
- Appendix D - budget narrative and documents

APPENDIX A

CENTER FOR NEW AMERICANS: PEOPLE

The summer has been a period of transitions for our staff. In June, we bid a very fond farewell to Meghan Heesch as she finished her teaching fellowship and moved to a new position with the U.S. Justice Department. We welcomed home new teaching fellow Julia Decker ('14), a Robina Fellow last year with the Immigrant Law Center of Minnesota. Julia will work primarily with the Federal Immigration Litigation Clinic. Teaching fellow Kate Evans will remain at the Center a third year and put the deep expertise she developed in *Mellouli* and other criminal-immigration cases to work for the Detainee Rights Clinic. Both Kate and Julia will also supervise students in Steve Meili's Immigration and Human Rights Clinic. Our teaching fellows helped lead Steve's students to a number of inspiring asylum victories in the past year. (Appendix B, 31). Following the retirement of Nancy Cook this summer, we launched a search for a new Assistant Director of Education and Outreach, to start later in 2015.

New funding allowed us to undertake an innovative joint initiative with the Law School's Tax Clinic in year three. The American Bar Association awarded Frank DiPietro ('14) a prestigious two-year fellowship to work with the Center, our non-profit partners, and the Tax Clinic to develop new education and outreach services to Minnesota's immigrant communities. In addition, we will hire additional adjunct faculty from our law firms and non-profit partners.

Center Faculty and Staff

Benjamin Casper ('97), Center Director and Director, Federal Immigration Litigation Clinic
Benjamin joined the faculty in July, 2013. Previously he was in private practice and directed the Immigrant Law Center of Minnesota's impact litigation project. Benjamin has 18 years of experience representing clients before administrative and federal courts. He graduated from Carleton College and the University of Minnesota Law School.

Year two publications and works in progress:

- *How to Win Gang-Based Asylum Claims*, with Deborah Anker, Dree Collopy, and Daniel Thomann. In *Immigration Practice Pointers*, Am. Immig. Lawyers Assoc (2015).

Linus Chan, Director, Detainee Rights Clinic

Linus joined the faculty in December of 2013. Prior to that he taught at the DePaul College of Law in Chicago and directed the Asylum and Immigration Law Clinic. He has practiced immigration law for over 11 years with a focus on representing immigration detainees. He graduated from the University of Chicago and Northwestern University School of Law.

Year two publications and works in progress:

- *The Right to Travel: Breaking Down the Thousand Petty Fortresses of State Self-Deportation Laws*, 34 Pace Law Review 814 (2014).
- *A Survey of Minnesota Public Defenders: Padilla v. Kentucky* (work in progress).
- *The True Punitive Goals of Detention in the Immigration System* (work in progress).

Stephen Meili, Director, Immigration and Human Rights Clinic

Since 2008, Stephen has directed the Immigration and Human Rights Clinic, where students represent asylum-seekers and detained individuals in various immigration and appellate proceedings. His teaching interests include human rights and immigration law, civil procedure, consumer law, and legal practice. Stephen's research focuses on the rights of non-citizens, particularly refugees and asylum-seekers. Stephen received his B.A. from Dartmouth, an M.A. and J.D. from NYU, and an L.L.M. degree at Georgetown University.

Year two publications and works in progress:

- *The Right Not to Hold a Political Opinion as the Basis for Asylum in the U.S. and the U.K.*, 46 Columbia Human Rights Law Review 1 (2015).
- *Do Human Rights Treaties Help Asylum-Seekers?: Lessons from the U.K.*, 48 Vand. J. Transnat'l. Law 123 (2015).
- *U.S. Refugee Resettlement Policy and International Human Rights Treaty Obligations: A Mixed Record*, International Journal of Migration and Border Studies (forthcoming 2015).
- *Do Human Rights Treaties Matter?: Judicial Responses to the Detention of Asylum-Seekers in the U.S. and the U.K.*, New York University Journal of International Law and Politics (forthcoming 2015).
- *Human Rights Norms and the Protection of Displaced Persons in Colombia and Ecuador: A Comparative Analysis* (work in progress).

Kjerstin Sanden, Program Coordinator

Kjerstin joined the Center in January 2014. She is a graduate of Concordia College and previously worked at a human rights organization in Argentina serving immigrants and refugees. Kjerstin coordinates all three of the Center's clinics, trains students as well as Center volunteers, and facilitates education and outreach programming. Kjerstin created and directs the Center's Translation and Interpretation Project (TIPS), whose 100+ volunteers provide our clinics and partners essential services in more than 16 languages.

Year two publications and works in progress:

- *Translation and Interpretation Project Volunteer Manual* (revised 2015).

Kate Evans, Teaching Fellow

Kate joined the Center in October 2013. Before that she was in a private immigration practice and served as an adjunct clinical professor at the University of St. Thomas. Earlier, Kate clerked for the Honorable Diana E. Murphy, Circuit Judge, United States Court of

Appeals for the Eighth Circuit, as well as the Honorable Harriet Lansing and the Honorable Thomas Kalitowski of the Minnesota Court of Appeals. Kate received her B.A. from Brown University and her J.D. from NYU School of Law, where she won awards for public service and outstanding performance in the immigration clinic. Her research interests center on asylum law and the intersection of criminal and immigration law.

Year two publications and works in progress:

- *Litigating Mellouli: Adventures in Team Whack-A-Mole*, crimmigration.com (June 2015).
- *Resetting the Persecutor Bar After Negusie v. Holder* (submitted August 2015).

Meghan Heesch, Teaching Fellow

Meghan was with the Center from October 2013 until June 2015 when her teaching fellowship ended and she accepted a position at the U.S. Department of Justice. Earlier she clerked for an Immigration Court as a Department of Justice Honors Program attorney. She is a graduate of the University of Wisconsin-Madison and Harvard Law School, where she conducted international research for the Human Rights Program and served as Managing Editor at the *Harvard Civil Rights-Civil Liberties Law Review*.

Year two publications and works in progress:

- *Navigating the Doctrinal Tension in Asylum Law*, Minn. J. Int'l Law (forthcoming 2015).

Julia Decker ('14), Teaching Fellow

Julia joined the Center as a teaching fellow in June 2015. Before that she was a Robina Public Interest Fellow at the Immigrant Law Center of Minnesota where she represented indigent clients in a range of immigration matters and partnered with the Center in litigating *Mellouli v. Lynch* at the U.S. Supreme Court. Julia is a 2014 graduate of the Law School and that year won the Clinical Legal Education Association's Outstanding Student Director Award for her work with the Federal Immigration Litigation Clinic. She received her undergraduate degree from Occidental College.

Frank DiPietro ('14), Teaching Fellow

Frank also arrived in June 2015 after receiving a Christine A. Brunswick Public Service Fellowship from the American Bar Association Section of Taxation. The two year fellowship funds a joint project of the Center and the Law School's Tax Clinic. Mr. DiPietro will provide noncitizens legal representation in tax matters. He will also collaborate with the Center's partners to develop needed outreach and education services for immigrants who often do not understand tax laws and face common tax pitfalls that can jeopardize their eligibility for permanent immigration status or U.S. citizenship. Frank recently argued and won a case at the Eighth Circuit Court of Appeals on behalf of an impoverished Somali client. The ruling entitles the client to thousands of dollars in tax credits improperly denied by the IRS and clarifies an important issue of tax law that will protect many other immigrant taxpayers.

Adjunct Faculty

Kirsten Schubert, Associate Attorney, Dorsey & Whitney

Kirsten has been an Adjunct Associate Professor with Federal Immigration Litigation Clinic since 2014. She is an associate in the Trial Group at Dorsey with extensive pro bono experience litigating habeas corpus petitions on behalf of death row inmates. Kirsten is helping the Center build new capacity to litigate habeas petitions for immigrants challenging their unlawful detention by the Department of Homeland Security.

Sally Silk, Counsel, Robins Kaplan LLP

Sally will join the Center as an adjunct faculty member this fall, supervising students in asylum appeals before federal courts. She is a member of the Center's advisory committee and serves on the pro bono committee at Robins Kaplan. Sally has won numerous awards for her pro bono advocacy on behalf of immigrants and refugees. She has co-counseled a number of cases with the Center and our other partners, including our recent U.S. Supreme Court appeal in *Goromou v. Holder*.

Rebecca Scholtz, Staff Attorney, Mid-Minnesota Legal Aid

Rebecca will be an adjunct professor with the Federal Immigration Litigation Clinic in 2015-16. Rebecca, a graduate of Yale Law School, joined MMLA after clerking for the Honorable Diana E. Murphy, Circuit Judge, United States Court of Appeals for the Eighth Circuit. She is a national expert on the intersection of immigration and family law as it affects juveniles, and she has been a leader in our community's collective response to the recent surge of undocumented youth and families fleeing violence in Central America.

Michele Garnett McKenzie ('96), Director of Advocacy, The Advocates for Human Rights

Michele joined the Law School in 2014 as an Adjunct Associate Professor to co-teach the Center's new Immigration Education and Outreach externship course. Michele is a 1996 graduate of the Law School. She is responsible for policy advocacy and community and coalition engagement around The Advocates' priority issues, including human trafficking and refugee and immigrant rights.

Sarah Herder, Director of Education, The Advocates for Human Rights

Sarah also became an Adjunct Professor at the Law School in 2014, and co-teaches our Immigration Education and Outreach externship course with Michele Garnett McKenzie. Sarah is a graduate of the University of Minnesota's Hubert H. Humphrey Institute of Public Affairs. At The Advocates she has conducted research on many human rights topics and has also worked on legislative initiatives and community education around local and national immigration policy. She trains teachers in human rights education.

Emily Good ('03), Legal Projects Manager, Legal Services State Support

Emily has been an Adjunct Professor with Steve Meili's Immigration and Human Rights Clinic for over six years. Emily graduated from the Law School in 2003 and until May of 2015 was a staff attorney with The Advocates for Human Rights.

University of Minnesota immigration law center earns Supreme Court victory

The Supreme Court decision means Moones Mellouli will be able to return to Minnesota.

By **Marcus E. Howard** Star Tribune

JUNE 10, 2015 — 11:43AM



JAY MALLIN

From left, Kate Evans, Julia Decker, Caitlinrose Fisher, Anna Finstrom and Prof. Ben Casper were on the team taking Moones Mellouli's drug-related deportation to the Supreme Court.

As he waits in Tunisia and looks back at the events of 2010 that led to his arrest and deportation, Moones Mellouli may wish he had done things differently, such as not wearing socks containing Adderall.

Mellouli's case has, however, led to a U.S. Supreme Court decision that could mean relief for many immigrants facing deportation for minor drug-related convictions. The victory is shared



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SCOTUS scotches deportation order in big win for 'unique partnership' at the U

By: Mike Mosedale June 11, 2015 0

When Julia Decker enrolled at the University of Minnesota Law School, she knew she wanted to work in immigration law, but, she said, she was less certain in precisely what capacity.

During her third year, Ben Casper, a veteran immigration lawyer and then a visiting professor at the U, approached Decker with a proposition: Come work as a student director at the Center for New Americans, an immigration-centered law clinic that the U was launching in partnership with three nonprofit legal organizations that serve immigrants and three of the state's largest law firms.

Decker initially balked at the offer.

"At the time, I was not convinced I ever wanted anything to do with litigation but I said yes because it was immigration experience," she recalled. "By the time I got halfway through the semester, it was like, wow, this is exactly what I want to do."

The freshly-minted J.D. got a hefty dose of positive reinforcement on June 1, 2015 — Decker's first day in her new job as a teaching fellow at the Center for New Americans and, by happenstance, the same day the United States Supreme Court issued its decision in the case that absorbed much of her attention over the past two years.



Dianne Heins, the pro bono counsel at Faeqre, was

In a 7-2 ruling viewed as a blow to the government's aggressive deportation practices, the high court sided with Moones Mellouli, a Tunisian national and academic who was deported in 2012 in the wake of his Kansas conviction on a single count of possession of drug paraphernalia.

Writing for the majority, Justice Ruth Bader Ginsburg said the government had "stretched the construction of [deportation law] to the breaking point." The decision marked the fourth time in the past decade the Supreme Court has overturned the deportation of lawful immigrants for similar low-level offenses.



Moones Mellouli, a Tunisian national and academic, was deported in 2012 in the wake of his Kansas conviction on a single count of possession of drug paraphernalia.

instrumental in establishing the Center for New Americans, an immigration-centered law clinic that the University of Minnesota. (Staff photo: Mike Mosedale)

Decker, whose contribution involved extensive research into the history and the evolution of the drug provisions of the Immigration and Nationality Act, said the timing of the court's decision was "pretty unbelievable."

"When you find out on the first day of work that you helped win a case at the Supreme Court," she said. "It's like, oh man, I don't know what I'm going to do next."

That wasn't the only high point in the case for Decker, who made the trip to Washington, D.C., in January when the Supreme Court took oral arguments.

"There were some really distinct moments where the research produced by the students came through the mouths of the justices," said Kate Evans, a teaching fellow at the center who worked extensively on Mellouli's case.

Evans, who sat face-to-face with the justices at counsel table during oral arguments, said it seemed like Justice Elena Kagan was channeling Decker's research in her remarks from the bench.

Evans also credited the contributions from another U of M law student, Anna Finstrom ('15), who was assigned the Sisyphean task of cataloging drug statutes from all 50 states and Washington, D.C.

Because Kansas' paraphernalia possession statute doesn't require the identification of the controlled substance and because Kansas bans certain drugs not covered under federal law, that research was key to the argument that Mellouli's conviction should not have triggered deportation.

"While Congress has expanded the list of controlled substances and types of conduct that trigger removability, they've always said which substances it has to be," Evans said. "What the Board of Immigration Appeals did — and what the 8th Circuit approved — was a rule that said, 'We don't care what the substance is, or if it's only banned in Kansas.' We were pushing back against that."

Evans, who drafted Mellouli's petition for en banc review to the 8th Circuit, said serendipity was a big factor in getting the case before the high court. After the 8th Circuit denied Mellouli's petition, a contrary ruling on the same question of law out of the 3rd Circuit opened the door for cert petition.

"It was a pretty unique situation because, within a month of the decision by the 8th Circuit, there was a very clear en banc circuit court split," Evans said.

Ben Casper, the director of the Center for New Americans, noted that the odds are always long when it comes to cert petitions. "No case goes to the Supreme Court without the stars aligning," he said.

But, he added, the particulars of Mellouli's case were compelling — and, in one regard, also pretty strange. While lawful permanent residents are routinely deported for low-level drug convictions, the "drug paraphernalia" at the heart of Mellouli's case was not a syringe or a bong; it was his sock.

Under the broadly constructed Kansas paraphernalia statute, virtually any object in which a controlled substance is stored can be deemed paraphernalia. Following a DWI arrest, Mellouli had been taken into custody, and jailers discovered four orange tablets — subsequently identified as Adderall, a prescription stimulant — tucked in his sock.

While Adderall is included among the federal controlled substances that can trigger deportation, Mellouli's defense counsel and the local prosecutor arrived at a deal in which he pleaded only to the paraphernalia possession charge, not possession of the drug itself.

Such deals are fairly common in low-level drug cases and, in the case of non-citizens, often forged with an eye toward avoiding possible deportation. The high court recognized that in its ruling, which, Casper said, ratified the principle that that appellate courts "need to honor the plea bargain and look only at the conviction record."

"One of the reasons we focused on this case were the facts. This case was a great vehicle," he added. "You have a mathematician and a sock. When you know that there's a legal question that's going to be litigated in a higher court, those are the sorts of facts you hope for."

While the details of Mellouli's case are unusual, Casper said the court's ruling provides clarity for immigrants and their attorneys.



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All Things Considered

Supreme Court Sides With Immigrant Caught With Pills In His Sock

JUNE 01, 2015 4:53 PM ET

CARRIE JOHNSON

2:45



Justice Ruth Bader Ginsburg, who wrote for the court majority, said Moones Mellouli's crime should not be considered enough to remove someone from the country under federal law. In dissent, Justice Clarence Thomas wrote he sees "nothing absurd about removing individuals who are unwilling to respect the drug laws" where they live.

The Supreme Court has dealt a blow to U.S. immigration officials in a closely watched case by ruling that a broad state anti-drug law may not be enough to justify deportation.

By a 7-2 vote, the court ruled that a Tunisian man convicted of carrying pills in his sock should not have been removed from the U.S. for that reason.

The case involves Moones Mellouli, who arrived in the country on a student visa and earned bachelor's and master's degrees from American schools. He went on to teach math at the University of Missouri. But after police arrested him in Kansas for driving under the influence five years ago, they found four orange tablets hidden in his sock.



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Former Sierra Leone child soldier in metro jails for 2 years

Refugee has a rap sheet, but would face torture if deported, judge ruled.

By **Randy Furst** Star Tribune

AUGUST 16, 2015 — 9:37PM



AARON LAVINSKY • AARON.LAVINSKY@STARTRIBUNE.COM

"Nelson is the best thing for these kids, and I want him to be back with them," Marquette Ford, the mother of Kargbo's children — Trinity, 6, Cay'vion, 4, and Ka'marion, 3 — wrote in a court filing.

Nelson Kargbo was 11 when he was forced at gunpoint to become a child soldier for a brutal revolutionary insurgency in the west African country of Sierra Leone.

He was injected daily with a mixture of cocaine and gunpowder called "Brown Brown," given marijuana before firefights, then sent into battle ahead of the adults to draw the enemy's gunfire. Sickly and left for dead by the rebels, he eventually was rescued. At the age of 15 he emigrated with his family to Minnesota where he received refugee status in 2000 and became a permanent resident in 2003.

Now 30, Kargbo sits in a Carver County jail, held for deportation for nearly two years by Immigration and Customs Enforcement (ICE). Even though an immigration judge ruled two weeks ago that he cannot be deported because he will face torture in his native country, ICE is holding him for 90 days to review his case.

"I just want to get out and be with my family and get a job and support my family," Kargbo said in a telephone interview from jail.

Kargbo's status remains unclear because of a criminal history that his lawyers link to the trauma of his childhood in Sierra Leone. Last week a lawsuit was filed on his behalf by the American Civil



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FOR IMMEDIATE RELEASE

August 15, 2015

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ACLU, U of M's Law School Center for New Americans, and Dorsey & Whitney join forces to challenge detention of former child soldier

St. Paul, Minn.—The American Civil Liberties Union of Minnesota has joined a Habeas Petition filed by the Center for New Americans and Dorsey & Whitney, on behalf of Nelson Kargbo, a refugee from Sierra Leone, challenging his two-year detention by U.S. Immigration and Customs Enforcement in Minnesota.

Nelson Kargbo was victimized as a child soldier in Sierra Leone before coming to the United States as a refugee. ICE took him into custody in 2013, and moved to deport him based on his convictions for three misdemeanors from seven to nine years earlier. Kargbo served a total of fourteen days in jail for these offenses, but immigration officials have held him in different county jails for two years while he fought and won his immigration case.

"I wish Immigration would just release me so that I could start work and care for my family. It's a long time to be in jail, missing my children. I don't understand why I'm still being held," stated Nelson Kargbo.

The United Nations Convention Against Torture protects people like Kargbo from being forced to return to their home country where they could face torture. However, they can be deported to other countries. On July 31, 2015, the immigration court granted Kargbo CAT protections so he cannot be deported back to Sierra Leone. Kargbo has no ties to any other countries and ICE has never designated any other possible countries to deport him to, yet they still plan to continue to hold him for another 90 days while they look for another country to deport him to.

The law only allows someone to be held when there is a reasonably foreseeable possibility of removal. In papers filed on August 11, the Center, ACLU-MN, and Dorsey argue that ICE should not be allowed to hold Kargbo another 90 days given that ICE has nowhere to remove him to. The Center, ACLU-MN, and Dorsey argue he should be released immediately and allowed to stay in the U.S. under the judge's order.



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This AP article covered the landmark Board of Immigration Appeals (BIA) decision that for the first time extended asylum to certain women from Central America who have suffered severe domestic violence. The BIA decision cited and followed the reasoning of an amicus brief we co-authored with Harvard University. We are quoted in the article. Dozens of papers and on-line forums ran the story, including ABC News and the Huffington Post.

U.S. To Consider Spousal Abuse In Immigration Claims

Posted: 08/27/2014

WASHINGTON (AP) — A government immigration board has determined for the first time that domestic violence victims may be able to qualify for asylum in the United States. The ruling comes in the case of a Guatemalan woman who crossed into the U.S. illegally in 2005 after fleeing her husband.

She said she called local police in Guatemala to report the abuse but was repeatedly told that the authorities would not interfere in her marriage. She argued that the abuse and the lack of police response should make her eligible for asylum.

In the first-of-its kind ruling Tuesday, the Justice Department's Board of Immigration Appeals agreed, at least in part. In the nine-page decision, the appeals board concluded that the unidentified immigrant met at least one criterion for asylum: as a married Guatemalan woman who couldn't leave her relationship, she was part of a particular social group.

The Homeland Security Department, which prosecutes deportation cases, did not contest the immigrant's argument. The appeals board sent the case back to an immigration judge.

The board sent the case back to an immigration judge for a final ruling.

The ruling by the board that decides appeals from federal immigration courts is significant because it means that the government now recognizes domestic violence victims as a potentially protected class of people seeking refuge in the United States.

The decision establishes a broad and firm foothold for an untold number of women whose asylum claims have been routinely denied in the past.

But proving all the elements of any asylum case can still be difficult. Those seeking protection have to prove they will be persecuted in their home country because of their race, religion, nationality, political opinion or membership in a particular social group. They also have to prove that their home government is either involved in the persecution or unable or unwilling to stop it.



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Immigrants find aid in law center

A new center helps immigrants and refugees navigate the legal system and stay in the country.

By **Christopher Aadland**

October 01, 2014

Pe Paul Goromou came close to getting booted out of the country.

Goromou, a Guinea native, sought asylum in the United States shortly after he fled his home, where he said the government tortured him for nearly a week, accusing him of being involved in a coup d'état.

But without a lawyer, Goromou was in danger of being deported, until a group — which included students and faculty members at the University of Minnesota's Law School — stepped in to help him gain asylum.

"[I came to the U.S. to] be protected and live as a free man," Goromou said.

Goromou sat in the front row of a packed auditorium at the University's Law School on Tuesday to help celebrate the launch of the school's new center that helps immigrants like him navigate the legal system.

The Law School's Center for New Americans opened all three of its law clinics this fall after receiving funding from the Robina Foundation in 2013 to bolster legal services for immigrant communities nationwide.

The center collaborates with three local nonprofit organizations and three national law firms' pro bono programs. The groups pool their resources to help influence federal immigration reform and serve clients free of charge, said the center's director, Benjamin Casper.

"The resources here give the Law School an opportunity to make an impact on the students and, in turn, the immigrants they serve," he said.



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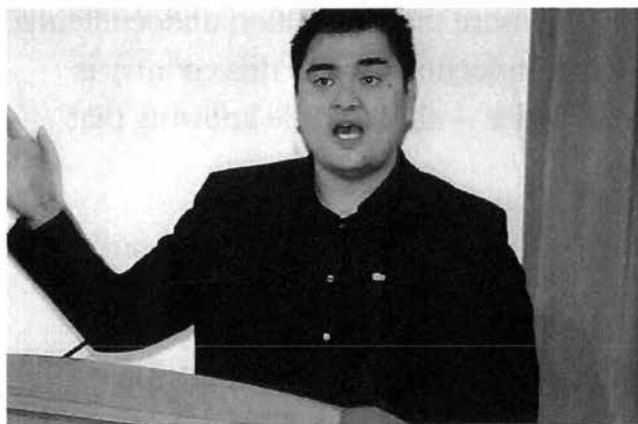
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MINNPOST

This content is made possible by the generous sponsorship support of The Minneapolis Foundation.

Journalist Jose Antonio Vargas, arrested in Minnesota, returns to speak at U of M immigration symposium

By [Ibrahim Hirsi](#) | 04/16/15



MinnPost photo by Ibrahim Hirsi

Pulitzer Prize-winning journalist Jose Antonio Vargas spoke about undocumented immigrants at the University of Minnesota.

On Tuesday, when Jose Antonio Vargas took the stage at a packed University of Minnesota auditorium, he began his nearly 40-minute speech with the story of his 2012 arrest in Minnesota.

“I got arrested on your freeway by driving and unfortunately listening to Beyoncé with my headset,” the Pulitzer Prize-winning journalist told a crowd of more than 250 people at the Humphrey School of Public Affairs.

He joked that since it was an Asian-American officer who pulled him over — Vargas was born in the Philippines — he thought the officer wasn’t going to punish him for the violation. That didn’t happen. The officer handcuffed Vargas on the freeway after realizing that Vargas carried an invalid driver’s license.

The crowd erupted into laughter when Vargas talked about how the officer found out that Vargas was also an undocumented immigrant: the officer searched Vargas’ bag, only to find three copies of a TIME magazine cover with a photo of Vargas and a



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29 immigrants in Minnesota detained in national sweep

Eight of the 29 arrested have felony convictions; the majority of the rest were convicted of DWI.

By Mila Koumpilova
MARCH 13, 2015

A five-day national push to arrest immigrants with criminal convictions netted 29 people from 11 countries in Minnesota.

This week the Immigration and Customs Enforcement agency touted its Operation Cross Check, which yielded more than 2,000 arrests nationally between March 1 and 5, as evidence of a sharpened focus on rounding up and deporting convicted criminals and public safety threats.

Meanwhile, some immigrant advocates nationally and in Minnesota voiced concerns about the operation, the sixth such large-scale sweep since 2011. Some questioned the roundup of immigrants with DWI convictions, now deemed a high priority for deportation under new guidelines unveiled by the Obama administration in November.

Here in Minnesota, eight of the 29 arrested had felony convictions, which included sexual assault, aggravated assault, drug possession and weapons charges. The remainder had either repeat misdemeanors or what immigration authorities deem “a significant misdemeanor,” a sometimes contentious category that includes a wide range of offenses. The majority of the misdemeanor offenders had DWIs, the ICE field office in St. Paul said.

“By taking these individuals off our streets and removing them from the country, we are making our communities safer for everyone,” said ICE Director Sarah Saldaña in a statement about the national operation.

Of about 2,060 immigrants from 94 countries detained nationally, “more than half” had felony convictions, ICE said. Roughly 90 were convicted sex offenders, and 58 were described as known gang members.

In Minnesota, the sweep rounded up 15 immigrants from Mexico, three from Ecuador, two from Guatemala, two from Poland and one each from Ethiopia, Ghana, Kenya, Laos, Liberia, the United Kingdom and Vietnam. The detentions took place across the state, from Lake of the Woods to communities in southern Minnesota. Two of the 29 were women.



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Immigration and Human Rights Clinic Provides Successful Advocacy for Three Clients

JANUARY 22, 2015—The Law School's Immigration and Human Rights Clinic, part of the Center for New Americans (CNA), has recently seen its efforts lead to positive outcomes in three asylum-related cases.

- The first case involved a man from a West African country who rejected the beliefs of his tribe after converting to Christianity. He received death threats, as did members of his family, and he fled to the United States. Clinic students began working on his case in 2013 after a referral from The Advocates for Human Rights and Emily Good ('03), an Advocates attorney and adjunct professor at the Law School; Good assisted in supervising the case. Law students Alexis Watts ('14), AnneMarie Curtin ('14), and Claudia Vincze Turcean ('13) helped prepare the client's application for asylum, and Anu Jaswal ('15) represented him at his asylum interview under the supervision of CNA teaching fellow Meghan Heesch. The clinic recently received word that the man had been granted asylum in the United States. Clinical professor Stephen Meili, the Immigration and Human Rights Clinic's supervising attorney, commented, "This case demonstrates that the United States adheres to its international treaty obligations to provide refuge to those whose right to freedom of expression has been violated."
- The clinic also helped a person known as a derivative asylee—specifically, the daughter of an Ethiopian woman who had previously been granted asylum—to obtain her green card as a lawful permanent U.S. resident. The case was a pro bono collaboration between the clinic and The Advocates for Human Rights. Law students Justin Erickson ('13), Julia Decker ('14), and Jaclyn Campoli ('14) began the adjustment application process in 2013; Jaswal and Heesch continued to fight for a fee waiver before U.S. Citizenship and Immigration Services by presenting thorough documentary evidence. The waiver was granted this month.
- In the third case, an Iraqi woman who feared persecution in her home country was recently granted asylum in the United States. The client was in the U.S. on a student visa that was due to expire when she completed college. During her sophomore year, she stopped wearing a hijab. When her family learned of this, her father and uncles told her that upon her return to Iraq she would be forced to marry a first cousin, to wear a hijab and participate in other Shiite traditions, and to abandon her studies and stay at home. With the help of clinic students, the client applied for asylum on the grounds that she would be persecuted in Iraq due to her religious and political beliefs, as well as her membership in a social group of Shiite women of Feyli Kurdish ethnicity who are refusing to conform to gender-based social norms. During the three-year process of gaining asylum, she was represented by law students Curtin, Jaswal, Turcean, Watts, and Eleanor Lewis ('14), under the supervision of Good and CNA teaching fellow Kate Evans.

"Successful asylum applications require a tremendous amount of work and dedication by students and their supervising attorneys," said Meili. "These cases were no exception."

APPENDIX C

CENTER FOR NEW AMERICANS SELECT EDUCATION AND OUTREACH ACTIVITIES – YEAR 2

Community Education and Outreach

September 30, 2014

Community Forum: "Saving Asylum: The Refugee Children of Central America."

University of Minnesota Law School

The Center hosted a forum with representatives from our non-profit partners about the nature and origins of the Central American refugee crisis still unfolding at the southern U.S. border, as well as advocacy options for addressing the humanitarian crisis. Ben Casper moderated the session with panelists Mee Moua ('97), former Minnesota state senator and executive director of Asian Americans Advancing Justice; Michele Garnett-McKenzie ('96), director of advocacy at The Advocates for Human Rights, and an adjunct professor at the Law School; John Keller, executive director of the Immigrant Law Center of Minnesota; and Rebecca Scholtz, staff attorney at Mid-Minnesota Legal Aid. An audience of 190 law students, immigrants, immigrant advocates, faculty, lawyers and community members attended.

October 11, 2014

Roundtable on the Somali Diaspora sponsored by the United Nations High Commissioner for Refugees and the Humphrey School of Public Affairs at the University of Minnesota.

Stephen Meili participated in a roundtable discussion chaired by T. Alexander Aleinikoff, United Nations Deputy High Commissioner for Refugees. The purpose of the roundtable, which included 50 representatives from the Twin Cities Somali community and five faculty and staff from the University of Minnesota, was to discuss ways in which the local Somali diaspora can assist recent Somali refugees currently living in refugee camps in Africa.

January 2015

Asylum Law Project – winter break volunteer trip

Harlingen, TX

Over winter break, Linus Chan and Rebecca Scholtz, an attorney with our partner Mid-Minnesota Legal Aid, led six Asylum Law Project students on a week-long trip to south Texas where they volunteered for a non-profit organization that represents children and adults detained at the U.S.-Texas border. Students interviewed clients and helped them file applications for immigration relief, and conducted legal research for attorneys representing immigrants. The group also toured a major detention facility holding families and unaccompanied minors from Central America.

February 24, 2015

Somali Community Roundtable

Robins Kaplan, LLP, Minneapolis

CNA students and Stephen Meili attended the roundtable to present their perspectives on issues facing asylum-seekers and other refugees from Somalia. The roundtable, co-hosted

by CNA partners Robins Kaplan and The Advocates for Human Rights, was attended by 20 members of the Somali community and 10 lawyers.

March 5, 2015

Minnesota Justice Foundation: "Litigating Mellouli"

University of Minnesota Law School

The Minnesota Justice Foundation hosted presentation on the Center's Supreme Court case, *Mellouli v. Lynch*. Caitlinrose Fisher ('15), organized a panel joined by teaching fellow Kate Evans and Robina fellow Julia Decker ('14) of the Immigrant Law Center of Minnesota. The three discussed the issues in the case, their work on the litigation team, and played portions of the oral argument audio for an audience of 55 law students.

April 14, 2015

Immigration Education and Outreach Symposium

"Out of the Shadows? The Future of Immigration Policy for Undocumented Americans"

University of Minnesota Law School / Humphrey School of Public Affairs

The Center for New Americans, The Advocates for Human Rights, and the Immigration History Research Center co-hosted a day-long, university and community-wide public outreach event dedicated to immigration policy and reform. Sponsors included partner law firms, the Humphrey Center, the College of Liberal Arts, the Chicano Studies Department and many others. Over 500 immigrants, advocates, students, law-makers, lawyers, academics and other community members attended events at several venues during the day. Pulitzer Prize winning journalist and filmmaker Jose Antonio Vargas met with undocumented Minnesota high-school and college students at the Law School to discuss immigration reform. The students, Center faculty, partner representatives and policy makers discussed legislative efforts to authorize Minnesota driver's licenses for undocumented immigrants. At the Humphrey School, Vargas gave a keynote address followed by panels of immigrant leaders, Center faculty and state legislators who addressed the Central American refugee crisis and President Obama's prosecutorial discretion initiatives. Vargas held an evening screening of his film *Documented* followed by a Q&A session with students and community members.

2014 - 2015 / year-round

Legal Orientation Program (LOP)

Sherburne, Carver and Freeborn County Jails

In August of 2014 the Detainee Rights Clinic implemented a new Legal Orientation Program (LOP). Faculty and students from all three clinics made periodic visits to three county jails where immigrants are detained by the Department of Homeland Security while in deportation proceedings. The program for the first time gave immigration detainees on-site know-your-rights presentations, screenings, and high-quality educational materials. The Detainee Rights Clinic developed educational materials for family members as well. The LOP program served over 120 detainees during the year.

2014-2015 / year-round

Central American "priority docket" screening project

Immigration Court, Fort Snelling, MN

In response to the Central American refugee crisis, the project offers free legal screenings and information to all unrepresented immigrant families and unaccompanied children on the expedited "priority docket" when they make their first appearance at the Fort Snelling immigration court. In 2014, the Center hosted a series of organizing meetings at the Law School with our non-profit partners and other area law school immigration clinics.

Together we developed and rapidly deployed the project. Center faculty and students, our partners, and other project volunteers provided screenings and information to over 200 immigrants.

2014-2015 / year-round

Minnesota Detention Project

Immigration Court, Fort Snelling, MN

The Minnesota Detention Project is a collaboration of the Center, our three non-profit partners, and other area immigration clinics. Volunteer lawyers and law students provide all unrepresented immigrant detainees free legal screenings, information, and referrals at their initial appearance in the detained immigration court. In 2015 the Center's Detainee Rights Clinic assumed leadership of the project and now coordinates screenings among project participants on a weekly basis. Law students from all three Center clinics provided screenings through the project, providing information and referrals to over 60 detainees.

2014-2015 / year-round

Translation and Interpretation Project (TIPS)

University of Minnesota Law School

TIPs director Kjerstin Sanden, Professor Linus Chan, and Sally Nichols, a former immigration court interpreter, made presentations to a total of 60 volunteer interpreters and prospective volunteers at two sessions. TIPs provided interpretation and translation services in multiple languages in response to more than 135 requests for help from the Center's clinics, our partners, and other community allies throughout the year.

EDUCATION AND OUTREACH FOR LAWYERS AND LAW STUDENTS

August 19, 2014 / December 3, 2014

Engagement forums with Department of Homeland Security

University of Minnesota Law School

The Center and the American Immigration Lawyers Association co-hosted two engagement forums at the law school with James Stolley, Chief Counsel for the Department of Homeland Security (DHS). Over 70 area immigration attorneys attended the forums to discuss local and national DHS enforcement policies in a non-adversarial setting.

August 25, 2014

Hubert H. Humphrey Human Rights Fellows Presentation

University of Minnesota Law School

Ben Casper addressed the Human Rights Center's 2014-15 Hubert H. Humphrey fellows. Ben spoke to the 12 international human rights lawyers at the outset of their year-long fellowships, describing the Center for New Americans and lecturing on U.S. asylum law.

November 6, 2015 ?

Asylum presentation

Yale Law School

Ben Casper joined clinical professor Karen Musalo of the Hastings College of Law, and clinical professor Muneer Ahmad of Yale Law School, for a panel presentation on asylum law, and efforts to win asylum for Central American victims of gang violence. Sixty students from the law school and wider university as well as faculty attended the presentation and discussion.

November 14, 2014

Second Annual Asylum Conference

University of Minnesota Law School

The Center co-hosted the second annual asylum conference with The Advocates for Human Rights. Over 45 law students and lawyers attended the full day event. Chief Judge Michael Davis of the U.S. District Court for the District of Minnesota addressed participants and called for public service to Central American asylum seekers in Minnesota. Center faculty, The Advocates staff attorneys, and other asylum experts lead sessions on a range of topics. Stephen Meili discussed how to use international human rights treaties to support asylum claims. Meghan Heesch and Ben Casper gave presentations on U.S. asylum law and immigration court practice.

November 2014/January 2015

Asylum Law Project

University of Minnesota Law School

Throughout the year Center faculty engaged members of the Asylum Law Project (ALP), an organization of first-year law student volunteers that assists asylum-seekers (and the lawyers and NGOs who advocate for them) at several sites across the country during winter and spring breaks. Our engagement with ALP has generated strong interest in the Center's clinics. In November, Stephen Meili taught over 65 ALP student volunteers the basics of U.S. asylum law, and how the U.S. asylum process operates within an international context. Over winter break Linus Chan and Rebecca Scholtz, an attorney with our partner Mid-Minnesota Legal Services, supervised 6 student volunteers on a week-long ALP trip to Texas.

December 4, 2015

Immigration Segregation CLE

University of Minnesota Law School

Law students with the Detainee Rights Clinic held a special half day education program attended by over 30 lawyers, including staff attorneys from our non-profit partners. Law

students teams presented on the topic of segregation (solitary confinement) in immigration detention, and legal mechanisms to challenge the practice in Minnesota and federal courts. Dr. Jerome Kroll and Dr. Madhuri Shors discussed the psychiatric effects of solitary confinement and special vulnerabilities of certain populations.

January 20, 2015

**Minnesota State Bar Association
Minneapolis, MN**

Linus Chan gave a presentation about the Center for New Americans, its priorities, and partnership model to an audience of 30 lawyers during a seminar about immigrants who practice immigration law.

January 30, 2015

**Immigration Litigation in Federal Court CLE
University of Minnesota Law School**

The Center for New Americans co-hosted this full-day CLE at the Law School with the Immigrant Law Center of Minnesota and the American Immigration Lawyers Association. Teaching fellow Kate Evans co-chaired the event's organizing committee. Kate and Ben Casper served as program panelists with partners from The Advocates for Human Rights, the Immigrant Law Center of Minnesota, and Dorsey & Whitney LLP. Panelists also included leading litigation experts from Texas and Nebraska, as well as representatives from the U.S. District Court for the District of Minnesota and the U.S. Court of Appeals for the Eighth Circuit. Educational materials included a guide to litigating immigration cases in the Eighth Circuit prepared by Meghan Heesch, and outlines of Eighth Circuit immigration case law prepared by clinic students and Robina Fellow, Julia Decker. Fifty lawyers attended.

April 24, 2015

**American Immigration Lawyers Association Upper Midwest Conference
Minneapolis, MN**

Linus Chan spoke on the intersection of criminal and immigration law to an audience of 25 immigration lawyers, while Kate Evans hosted a roundtable on immigration court practice for 15 lawyers.

May 15, 2015

**American Association of Law Schools National Conference
Palm Springs, CA**

Linus Chan led a panel discussion for 30 law school clinical professors addressing the Center for New Americans and its partnership model, and models used by other law school clinics that represent immigrants with criminal convictions.

June 16, 2015

**Law Firm Pro Bono Detention Training
Robins Kaplan, LLP, Minneapolis**

Linus Chan gave a two hour training on immigration law and detained hearing procedures to 20 volunteers from our partner law firms at the offices of Robins Kaplan LLP.

June 19, 2015

American Immigration Lawyers Association (AILA) Annual Conference – asylum panel
Boston, MA

At AILA's annual national conference in Washington, D.C., Ben Casper, Harvard Law School clinical professor Deborah Anker, and Dree Collopy, chair of the AILA's national asylum committee, led a training for lawyers representing asylum seekers fleeing gang-based violence in Central America. The presentation on cutting-edge litigation strategies was attended by over 300 lawyers, and accompanied by a practice guide co-authored by the panelists.

2014-2015 / year-round

Somalia Project

Minneapolis, MN

The Center, led by Steve Meili and students in his Immigration and Human Rights Clinic, continued a collaborative project with Robins, Kaplan, Miller & Ciresi and The Advocates for Human Rights to produce a toolkit for lawyers representing Somali refugees in deportation proceedings and other immigration contexts. The toolkit, now in final editing, consists of a comprehensive summary of the U.S. law of removal and best practices for representing asylum-seekers and other non-citizens at risk of removal. These best practices were developed from interviews with experienced immigration lawyers. The project team continues to pursue a Freedom of Information Act request for enforcement data about U.S. deportations of Somali nationals during the past several years.

ROBINA CENTER FOR NEW AMERICANS

Income and expense statement for 7/1/2014 - 6/30/2015

	BUDGET FOR FY 2015	ACTUAL FOR FY 2015
Faculty	463,092	422,980
Teaching Fellows (1)	193,740	142,967
Student Clinic Directors	20,000	33,068
Program Associate (1)	77,055	44,548
Adjuncts (2)	36,000	1,338
Total Compensation	<u>789,887</u>	<u>644,901</u>
Co-Partner: Immigrant Law Center of Minnesota (ILCM)	50,000	50,000
Co-Partner: Advocates for Human Rights (Advocates) (3)	50,000	80,000
Co-Partner: Mid-Minnesota Legal Assistance (MMLA)	50,000	50,000
Outreach/General Supplies/Operations	80,000	60,342
Space Renovations (4)	3,000	85,555
SUBTOTAL	1,022,887	970,798

(1) Teaching Fellow and Program Associate compensation costs reflect market rates and University salary ranges for those positions. The Program Associate position has recently undergone a reclassification resulting in a higher annual amount which will be reflected in FY 2016.

(2) A lower number of adjuncts were hired during the clinics' ramp-up period and one adjunct waived compensation that had been budgeted. 6 adjuncts have now been hired.

(3) Additional \$30,000 to create and staff an outreach initiative over and above the original budget plan; and costs associated with a large spring outreach conference organized and co-hosted with The Advocates for Human Rights.

(4) Space renovations for the Center were delayed in the Center's first year. Modest additional renovation work is anticipated for FY 2016 to make space for student directors and a new assistant director for education and outreach.

JAMES BUNDY, ARTISTIC DIRECTOR
VICTORIA NOLAN, MANAGING DIRECTOR

DARING ARTISTS. BOLD CHOICES. ADVENTUROUS AUDIENCES.



August 14, 2015

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 FY2015 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 seventh year of the Binger Center for New Theatre's work, we have maintained our commitment to commissioning, while increasing the scope and scale of development activities and production opportunities offered to our commissioned artists.

Commissions

- In FY2015, we commissioned four new plays by Sheila Callaghan; Branden Jacobs-Jenkins; Howard Korder; Alice Tuan; and a new music theatre project based on the Book of Job by collaborators Robert Woodruff, Bill Camp, and composer Evan Ziporyn.
- Following development work in FY2013 and FY2014, Alice Tuan (*Private Rivals*), Noah Haidle (*Playscape*), and Matt Gould and Carson Kreitzer (*Lempicka*) submitted completed drafts of their commissioned plays to be considered for production at Yale Rep. We decided not to option these plays for production, and we released them back to the authors to pursue premieres at other institutions.
- We are currently developing Aditi Brennan Kapil's *Imogen Says Nothing*, Lucy Thurber's *Transfers*, Dorothy Fortenberry's *The Lotus Paradox*, Amy Herzog's *A Song for Mary Jane*, Amelia Roper's adaptation of the Jane Bowles novel *Two Serious Ladies*, and Meg Miroshnik's *Utopia, Minnesota*.

Workshops, Readings, and Residencies

The Binger Center continues to provide ample development opportunities for our commissioned artists and their collaborators. In FY2015, we produced 10 workshops/readings and 11 residencies. Although the number of workshops produced in FY2015 was less than the previous year's total, this season we produced more complex and larger-scale workshops and brought more artists to work in residence at Yale School of Drama. In December, we welcomed the Austin-based theatre collective Rude Mechs to New Haven for a residency and workshop of their Yale-commissioned play, *Field Guide*. While they were in residence, Yale Rep presented their piece, *Now Now Oh Now*, to public audiences as part of our No Boundaries performance series. The residency was a tremendous success; it allowed our commissioned artists to interact meaningfully with the Yale School of Drama community over the course of an extended visit. The Yale Institute for Music Theatre also expanded its programming in FY2015, adding an alumni residency that ran concurrently with the two-week musical theatre lab in June.

- Writers Residency: Matt Gould and Carson Kreitzer (New Haven, July 2014)
- Workshop of *Lempicka* by Matt Gould and Carson Kreitzer (New Haven and New York, July 2014)
- Writers Residency: Branden Jacobs-Jenkins (New Haven, August 2014)
- Workshop of *Familiar* by Danai Gurira (New York, August 2014)
- Yale School of Drama Bootcamp Residency, which included commissioned writers Kirsten Greenidge, Karen Hartman, and Branden Jacobs-Jenkins; nine MFA playwriting students;

three first-year MFA directing students; and YSD playwriting faculty Paula Vogel, Sarah Ruhl, and Jeanie O'Hare (New Haven, August 2014)

- Workshop of *War* by Branden Jacobs-Jenkins (New Haven, September 2014)
- Writers Residency: Rolin Jones (New Haven, September 2014)
- Writers Residency: Lucy Thurber (New Haven, October 2014)
- Writers Residency: Sheila Callaghan (New York, October 2014)
- Workshop of *Indecent* by Paula Vogel and Rebecca Taichman (New York, November 2014)
- Writers Residency: Karen Hartman (New Haven, December 2014)
- Residency and Workshop of *Field Guide: Rude Mechs* (New Haven, December 2014)
- Writers Residency: Dorothy Fortenberry (New Haven, February 2015)
- Workshop of *Indecent* by Paula Vogel and Rebecca Taichman (New York, April 2015)
- Writers Residency: Karen Hartman (New Haven, April 2015)
- Workshop of *Imogen Says Nothing* by Aditi Brennan Kapil (New York, May 2015)
- Reading of *Transfers* by Lucy Thurber (New York, June 2015)
- Yale Institute for Music Theatre Workshop: *gilgamesh & the mosquito* by Bob Kelly and Sam Chanse (New Haven, June 2015)
- Yale Institute for Music Theatre Workshop: *Ship Show* by Ben Wexler and Mark Sonnenblick (New Haven, June 2015)
- Yale Institute for Music Theatre Residency: Shaina Taub and Jen Silverman (New Haven, June 2015)

New Play Production

The Binger Center supported three productions in Yale Rep's 2014-15 season: *War* by Branden Jacobs-Jenkins, *Familiar* by Danai Gurira, and *Elevada* by Sheila Callaghan. All three of these plays were commissioned and developed by Yale Rep.

- Branden Jacobs-Jenkins's *War* ran in New Haven from November 21 to December 13, 2014. Just prior to the production's run, the *New York Times Magazine* profiled Branden and discussed his work on *War*. The production received many positive reviews, including one from the *New York Times*: "*War* turns out to have a rare poetic intricacy and cohesiveness, and you'll find yourself reassembling its jigsaw pieces in your mind afterward. Like the rest of Mr. Jacobs-Jenkins's work, it deals with the importance of talking about identity—both socially constructed and primal—and the high impossibility of doing so accurately or even sensibly." The *New Haven Register* praised the play and the work of director Lileana Blain-Cruz, saying, "*War* offers so much to delight the senses and intellect that even when one can't pinpoint what every action and metaphor means, one marvels at the show's breadth of imagination." Tonya Pinkins received a Connecticut Critics Circle Award nomination for her performance. *War* will have its New York premiere at LCT3 in 2016.
- *Familiar* by Danai Gurira ran from January 30 to February 21, 2015 in New Haven. The *New Haven Register* praised the production's "exemplar cast," directed by Rebecca Taichman, and said that the play "resonates and illuminates at once." *Familiar* will have its New York premiere at Playwrights Horizons in 2016.
- Sheila Callaghan's *Elevada* ran from April 24 to May 16, 2015. The production, directed by Jackson Gay, was heralded by Frank Rizzo of the *Hartford Courant* as "gorgeous...a fresh, funny, and au courant romantic comedy," with "some of the most engaging dialogue [he has]

heard in a long time...pivot[ing] with an observation or insight that makes you gasp in its honesty and beauty." The play received many Connecticut Critics Circle Award nominations—for Outstanding Production, Outstanding Director, Outstanding Actress in a Play (Laurel Casillo), Outstanding Featured Actor in a Play (Greg Keller), and Outstanding Sound Design (Kate Marvin). Tyler Micoleau won the Connecticut Critics Circle Award for Outstanding Lighting Design, and Projection Designer Shawn Boyle received a special citation from the organization for his work on the production.

Production Enhancement Fund

We are pleased to report that *These Paper Bullets!*, written by Rolin Jones, with songs by Billie Joe Armstrong, will have its West Coast and New York premieres in the 2015-16 season. Geffen Playhouse in Los Angeles and NYC's Atlantic Theater Company will partner to present the Yale Rep production, directed by Jackson Gay. Thanks to the strategic use of Binger Center resources, this critically acclaimed, ambitious, and large-scale project will have a high profile presence on both coasts. The Fund will support the extraordinary costs of producing the show in New York. In addition, Yale Rep has loaned Geffen Playhouse and Atlantic Theater Company significant elements from the original Binger Center-supported physical production (including props and costumes). *These Paper Bullets!* will run at the Geffen Playhouse from September through October 2015; it can then be seen at Atlantic Theater Company from November 2015 through January 2016.

Describe any unanticipated results or lessons learned and any changes you have made or propose to make to the project or the timing of the project. Provide information on any other issues or matters you would like to highlight to the Robina Board.

✕ We are continuing to address the recommendations set forth in the report from the Binger Center Review Committee, specifically with regard to involving the playwriting students and the larger Yale School of Drama community in the activities of the Binger Center. As described above, we had tremendous success this past season providing opportunities for our commissioned artists to have meaningful interaction with the School while participating in Binger Center residencies. In addition, two articles highlighting the successful practices of the Binger Center and Yale Rep appeared in ✓ *American Theatre* ("Commission and Commitment," November 2014 and "Paying Playwrights More Than Play Money," January 2015), raising awareness of our work in the field.

Additionally, please let us know if there is anything Robina could do differently to enable you to work well with the support given by Robina. Also share with us your thoughts about ideas/needs/trends related to your field of work that Robina might want to consider as we move forward.

One of the trending topics of discussion in recent months has been the issue of gender parity in the American Theatre. The statistics are grim. Simply put, the number of plays written, directed, produced, and designed by women are greatly outnumbered by those with men at the helm. Advocacy groups like The Kilroys have attempted to intervene by disseminating lists of plays written by women and calling for artistic directors and producers to program them in their subscription seasons. Other groups have called for a commitment to gender parity (meaning that 50% of all plays produced on the American stage should be written by women or transgender artists) by the year 2020. As the conversation continues, advocacy groups and the media are reaching out to institutions

like Yale Rep to discuss strategies and best practices. Our proven track record of commissioning and producing new work and supporting the future life of those plays puts the Binger Center at the forefront of this important conversation in the field. At this writing, more than half of the artists commissioned by Yale Rep are women, and our 2015-16 season includes three world premiere productions supported by the Binger Center that are written and directed by women.

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.)

Our income and expense statement for FY15 is attached. The (unaudited) value of the Binger Center Endowment as of June 30, 2015 was \$18,173,604. Income from the Endowment in FY2015 was \$773,125.

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

Sincerely,


James Bundy

ARTIST BIOS

Sheila Callaghan's first Yale Rep commission, *Elevada*, had its world premiere in Yale Rep's 2014-15 season. Her plays have been produced and developed with Soho Rep., Playwrights Horizons, South Coast Repertory, Clubbed Thumb, The LARK, Actors Theatre of Louisville, New Georges, The Flea, Woolly Mammoth, Boston Court, and Rattlestick Playwrights Theater, among others. Ms. Callaghan is the recipient of the Princess Grace Award for emerging artists, a Jerome Fellowship from the Playwrights' Center in Minneapolis, a MacDowell Residency, a Cherry Lane Mentorship Fellowship, the Susan Smith Blackburn Prize, and the prestigious Whiting Award. Her plays have been produced internationally in New Zealand, Australia, Norway, Germany, Portugal, and the Czech Republic. These include *Scab*, *Crawl Fade to White*, *Crumble (Lay Me Down, Justin Timberlake)*, *We Are Not These Hands*, *Dead City*, *Lascivious Something*, *Kate Crackernuts*, *That Pretty Pretty; or, The Rape Play*, *Fever/Dream*, *Everything You Touch*, *Roadkill Confidential*, *Elevada*, and *Women Laughing Alone with Salad*. Ms. Callaghan is published by Playscripts.com and Samuel French, and several of her collected works are published by Counterpoint Press. She has taught playwriting at Columbia University, University of Rochester, The College of New Jersey, Florida State University, and Spalding University. Ms. Callaghan is an affiliated artist with Clubbed Thumb and a member of the OBIE-winning playwrights' organization 13P. She is also an alumna of New Dramatists. In 2010, Ms. Callaghan was profiled by *Marie Claire* as one of "18 Successful Women Who Are Changing the World." She was also named one of *Variety* magazine's "10 Screenwriters to Watch" of 2010. Ms. Callaghan is currently a writer/producer on the Showtime hit *Shameless* and is a founding member of the activist group The Kilroys.

Bill Camp previously appeared in the Yale Rep productions of Dostoevsky's *Notes from Underground* (which he co-adapted with Robert Woodruff), *In a Year with 13 Moons* (which he co-adapted with Robert Woodruff), *Troilus & Cressida*, and *Le Bourgeois Avant-Garde*. In New York, his credits include the Broadway productions of *Death of a Salesman* (directed by Mike Nichols, Drama Desk nomination), *St. Joan*, *The Seagull*, *Jackie: An American Life*, *Heartbreak House*, and *Coram Boy*; and Off-Broadway: *Homebody/Kabul* (OBIE Award), *Lydie Breeze*, *The Devils*, *The Misanthrope* (Drama League nomination), *Beckett Shorts* (New York Theatre Workshop); *Macbeth*, *Measure for Measure* (Theatre for a New Audience); *Hamlet*, *One Flea Spare*, *Titus Andronicus*, and *Twelfth Night* (The Public Theater). At American Repertory Theater, Mr. Camp appeared in *Henry IV, Parts I and II*; *Henry V*; *Picasso at the Lapin Agile*; *Long Day's Journey into Night* (Elliot Norton Award, Best Actor); *Richard II*; *The Provok'd Wife*; and *Olly's Prison* (Elliot Norton Award, Best Actor). Film and television credits include *12 Years a Slave*, *The Maid's Room*, *Lincoln*, *Lawless*, *Compliance*, *Tamara Drewe*, *Public Enemies*, *Deception*, *Reversal of Fortune*, *In and Out*, *The Guitar*, *Criminal Justice* (HBO pilot directed by Steve Zaillian, co-star), *Boardwalk Empire*, *Damages*, *Brotherhood*, *The Good Wife*, *Law & Order: Criminal Intent*, *Joan of Arcadia*, and *New York Undercover*. Mr. Camp is a graduate of The Juilliard School.

Branden Jacobs-Jenkins's first Yale Rep commission, *War*, had its world premiere in Yale Rep's 2014-15 season. Off-Broadway: *Appropriate* (OBIE Award, Outer Critics Circle nomination, Signature Theatre Company), *An Octoroon* (OBIE Award, Soho Rep.; also Theatre for a New Audience), *Neighbors* (The Public Theater) and *Gloria* (Vineyard Theatre). Mr. Jacobs-Jenkins's work has been seen at Actors Theatre of Louisville, Victory Gardens Theater, Woolly Mammoth, Vineyard Theatre, The Matrix Theatre Company in Los Angeles, Mixed Blood Theatre in

Minneapolis, Company One in Boston, and the HighTide Festival Theatre in the U.K. He is currently a Residency Five playwright at Signature Theatre and has been commissioned by Lincoln Center/LCT3 and Manhattan Theatre Club. A former Lila Acheson Wallace fellow at the Juilliard School, his honors include a Paula Vogel Award and the Sundance Institute's inaugural Tennessee Williams Award.

Howard Korder's 1988 coming-of-age play *Boy's Life* received a nomination for the Pulitzer Prize. Mr. Korder was a writer and producer on the HBO series *Boardwalk Empire*, and he wrote the screenplays for *The Passion of Ayn Rand* and *Lakeview Terrace*. His other plays include *Search and Destroy*, which has been widely produced and made into a feature film; *The Lights*; *The Hollow Lands*; and *Sea of Tranquility*, which was produced in New York and across the country.

Alice Tuan is a playwright and teacher. In 2000, she received the Richard E. Sherwood Award as well as the Colbert Award for Excellence. *Ajax (por nobody)* premiered at New York's Flea Theater, was performed at the Melbourne Fringe (2001), and was presented at Toronto's SummerWorks Festival. *Last of the Suns* premiered at Berkeley Rep and was recently published in *Version 3.0: Contemporary Asian American Plays*. Her other produced plays include *Ikebana*, *Some Asians*, *Iggy Woo*, *The Roaring Girl* and the Virtual Hypertext Theater play *Coastline* (Serious Play!, Edinburgh Fringe). *BATCH: An American Bachelor/ette Party Spectacle*, her collaboration with New Paradise Laboratories, premiered at the Humana Festival of New American Plays in 2007. Ms. Tuan holds an MFA from Brown University in Creative Writing and has taught at the Los Angeles Theatre Center, East West Players, CalArts, and the Michener Center for Writers at the University of Texas, Austin. She has also held one-year teaching posts in both Guangzhou and Shanghai, China. Her performance works include the solo piece *The Secret History of the Lower East Side* (En Garde Arts), *Sprawl* (with Rachel Hauck at the Actor's Gang) as well as the 'conference performance' of APACUNT (Asian Pacific American Contemporary Unilateral Neo Theater) with Kristina Wong (Guthrie, Theater for the New City).

Robert Woodruff co-adapted and directed Yale Rep's 2009 production of *Notes from Underground*, which was also seen at La Jolla Playhouse in California and in New York at Theatre for a New Audience, in association with Baryshnikov Arts Center, and the 2013 production of *In a Year with 13 Moons*, and directed the Yale Rep productions of *Battle of Black and Dogs* (2010) and *Autumn Sonata* (2011). He has directed over 70 productions across the U.S. at theatres including Lincoln Center Theater, The Public Theater, American Conservatory Theater, Guthrie Theater, and Mark Taper Forum, among others. Recent credits include the premieres of the cello opera *Elsewhere*, a collaboration with Maya Beiser for Brooklyn Academy of Music; *Dog Days*, an opera by composer David Little (Peak Performances at Montclair); *Celebration* (Hungarian Theater of Cluj, Romania); *Madame White Snake* by Zhou Long (Opera Boston, also presented in Beijing; Pulitzer Prize in Music); *Ifigeneia in Aulis* (Toneelgroep Amsterdam); and Philip Glass's *Appomattox* (San Francisco Opera). Internationally, his work has been seen at the Habimah National Theatre of Israel, Sydney Arts Festival, Los Angeles Olympic Arts Festival, Edinburgh International Festival, Hong Kong Festival of the Arts, Jerusalem Festival, and Spoleto Festival USA. Mr. Woodruff has taught at the University of California campuses at San Diego and Santa Barbara, New York University's Tisch School of the Arts, and Columbia University. He is on the faculty of Yale School of Drama. In 1972, he co-founded the Eureka Theatre in San Francisco, where he served as Artistic and Resident Director until 1978. In 1976, Mr. Woodruff established the Bay Area Playwrights Festival, a summer forum for the development of new plays that is still flourishing. From 2002 to

2007, Mr. Woodruff was the Artistic Director of American Repertory Theater. He was named a 2007 USA Biller Fellow by United States Artists, an arts advocacy foundation dedicated to the support and promotion of America's top living artists.

Evan Ziporyn has composed for a wide range of ensembles, including symphony orchestras, wind ensembles, many types of chamber groups, and solo works. He is also well known for his solo performances on clarinet and bass clarinet; additionally, he plays gender wayang and other Balinese instruments, saxophones, piano and keyboards, electronic wind instruments and Shona mbira. Mr. Ziporyn is Faculty Director of the Massachusetts Institute of Technology's Center for Art, Science & Technology. He is also Kenan Sahin Distinguished Professor of Music at MIT, where he founded (1993) and directs Gamelan Galak Tika, an ensemble of 30 MIT students, staff, and community members devoted to the study and performance of new works for Balinese Gamelan. In 1992 he founded the Bang on a Can All-Stars, with whom he performed and recorded until 2012. He also was a member of Steve Reich and Musicians, with whom he shared a 1998 Grammy Award for Best Chamber Music Performance. He is currently a member of the Eviyan Trio, with Czech violinist/vocalist Iva Bittová and American guitarist Gyan Riley. Evan Ziporyn was named a 2007 USA Walker Fellow by United States Artists, an arts advocacy foundation dedicated to the support and promotion of America's top living artists.

Binger Center for New Theatre
FY15

Income	FY2015 Binger Center Budget	FY2015 Other Sources Budget	FY2015 Center for New Theatre Total	FY2015 Binger Center Actuals	FY2015 Other Sources Actuals	FY2015 Center for New Theatre Total
Binger Center Endowment & Treasury Bills ⁽¹⁾	1,046,791		1,046,791	1,084,638		1,084,638
Robina Production Enhancement Funds	60,000		60,000	60,000		60,000
Andrew W. Mellon Foundation		200,756	200,756		213,648	213,648
Other (Foundation, Individual, and University support) ⁽²⁾		354,552	354,552		424,113	424,113
Grand Total Income	1,106,791	555,308	1,662,098	1,144,638	637,761	1,782,400
Expenses						
Literary Manager & Artistic Associate: Salary and Benefits	145,520		145,520	145,520		145,520
Commissions ⁽³⁾	52,500	16,250	68,750	77,500	16,250	93,750
Workshops, Residencies and Retreats	90,651	16,625	107,276	16,625	122,320	138,946
Production Expenses	616,613	188,029	804,642	697,001	186,771	883,771
Enhancement Support ⁽⁴⁾	60,000		60,000	60,000		60,000
Yale Institute for Music Theatre	24,347	99,039	123,386	30,834	67,661	98,495
YSD Playwriting Lecturers		124,073	124,073		108,828	108,828
YSD Key Staff Time ⁽⁵⁾	117,159	111,291	228,450	117,159	135,931	253,090
Program Review			-			-
Grand Total Expenses	1,106,791	555,308	1,662,098	1,144,638	637,762	1,782,400

(1) Actuals include \$37,847 of carry-over income from FY2014

(2) Additional income for the project came from K Unterberg (\$50K), Beinecke Playwriting Residency (\$44.8K), CT Direct (\$45.1K), NEA (\$40K), Center for New Theater endowment (\$24.5K), General Operating (\$219.7K)

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

(4) Production Enhancement Fund supported *These Paper Bullets* at Atlantic Theater

(5) Key Staff Time reflects charging 88% of Artistic Coordinator salary and 80% Associate Artistic Director salary and fringe to reflect actual effort.

Yale School of Drama/Yale Repertory Theatre

Binger Center for New Theatre

Annual Report - August 14, 2015

Financial Report

Page 1 of 1

ROBINA FOUNDATION

TO: Robina Board of Directors
FROM: Penny Hunt
RE: CFR Evaluation / HIA Proposal
Date: August 6, 2015

Grant Background

Robina has provided two major grants to CFR to stimulate activities aimed at enhancing the diversity of people engaged in international affairs:

Grant #1: An Expanded Diversity Initiative in Foreign Policy

Initial grant: 3-year grant totaling \$1,274,248, with the possibility of funding for year 4 (\$446,117) and year 5 (456,146) following an outside evaluation of the initiative. When the Board decided to delay the evaluation by a year, Robina provided a bridge grant of \$446,117 to support implementation of the initiative in 2015.

CFR Activities supported:

- *Franklin Williams Internship Program* by adding three new internship opportunities
- *Partnership with the International Career Advancement Association* to open its annual conference in Washington, DC, to include a broader minority audience
- *Increased Participation in Career Fairs that Target Diverse Student Populations*

CFR/HIA Activities supported:

- Involvement of additional African American, Asian, Hispanic, Alaskan Native, or American Indian students in HIA's summer Fellowship program
- CFR hosted two-day workshops at CFR to enhance the experience of the American participants in HIA's Summer Fellowship Program

Grant #2: The Expanded Diversity Initiative in Foreign Policy – Additional Activities

3-year grant totaling \$2,575,357 (\$2,467,411 approved in August 2013 and \$107,946 approved in November 2013 to cover HIA administrative expenses)

Activities supported:

- CFR Partnership with Humanity in Action to create *Diplomacy and Diversity Initiative*
- Increased support for CFR's implementation of various diversity initiatives.

Outside Evaluation

Grant #1 called for an outside evaluation of Grant #1 in the summer of 2014 (year 3 of the grant) to determine if support for an additional two years is warranted.

In August 2014 the Board decided to push back the evaluation to 2015 and approved payment of a \$446,117 bridge grant to support the program in 2015. In January 2015, Jim Lindsay of CFR notified us of CFR's decision to end collaboration with HIA after the programs under Grants 1 and 2 end this summer. Given that decision, CFR determined that an outside evaluation was not needed. HIA urged Robina to support an outside evaluation of the *Diplomacy and Diversity Program* to help HIA understand the effectiveness of the program and to assist HIA's efforts to raise funds to support implementation of the program in the future.

At the March 2015 Board Meeting, Board Members confirmed the value of an outside evaluation of the work of CFR and HIA and expressed a willingness to consider a third year of support for HIA's *Diplomacy and Diversity*.

Following that meeting I engaged Joan Dassin (bio attached) and worked with her on the details of the evaluation. Her report evaluating CFR and HIA activities supported by the Foundation follows.

The outside evaluation provides information to assist the Board with two decisions:

- 1) Determination of whether Robina should provide \$456,146 for year 5 of Grant #1. Note that this amount includes \$276,297 to support HIA's Summer Fellowship Program. I have not discussed year 5 of the grant with either Jim Lindsay at CFR or Judith Goldstein at HIA.
- 2) Determination of whether Robina wishes to support HIA's implementation of a third year of *Diplomacy and Diversity* without collaboration with CFR.

Note: Based on the Board's approval of Grant #2, the Foundation's grant spreadsheet includes \$879,735 to be paid in 2015. Of the total budget, \$646,549 supports *Diplomacy and Diversity*. The balance of \$233,186 covers CFR activities. Jim Lindsay has acknowledged that support at that level is not needed with the termination of CFR's collaboration with HIA. We have not discussed what level might be appropriate.

Humanity in Action Proposal

HIA's proposal which follows is in response to the Board's willingness to consider an additional year of support for *Diplomacy and Diversity*.



Dr. Joan Dassin

Dr. Joan Dassin is Professor of International Education and Development and Director of the MA Program in Sustainable International Development (SID). She comes to the Heller School after spending the 2013-2014 academic year at the Centre for Latin American Studies and St Antony's College, University of Oxford, where she conducted research on how educational opportunity for young people in the developing world leads to personal empowerment and social transformation. The study is based on her experience as the founding Executive Director of the Ford Foundation International Fellowships Program (IFP), a global scholarship program that operated from 2000 to 2013. IFP enabled more than 4,300 social justice leaders in Africa, Asia, Latin America, the Middle East and Russia to pursue graduate-level studies at the world's top universities. In June 2011 Dr. Dassin received the Marita Houlihan Award for Distinguished Contributions to International Education from NAFSA: Association of International Educators, an independent organization with more than 10,000 members. Dr. Dassin previously served as the Ford Foundation's Regional Director for Latin America and Country Representative, Brazil Office, based in Rio de Janeiro. She has given many interviews in national and international media and has published articles and books on social justice in international education, youth leadership development, human rights, and freedom of expression. Dr. Dassin has held academic positions at Columbia and Fordham Universities and at Amherst College. She earned a PhD from Stanford University in Modern Thought and Literature and has been the recipient of three Fulbright Scholar Awards for teaching and research in Brazil.

Executive Summary – Expanded Diversity Initiative in Foreign Policy

By Joan Dassin, PhD
Professor of International Education and Development
Director, MA Program in Sustainable International Development
Heller School for Social Policy and Management
Brandeis University

Background

In May 2015, the Robina Foundation contracted an external evaluation of two three-year grants it had made in 2012 and in 2013, respectively, to the Council on Foreign Relations, totaling \$4,295,722.¹ The grants support activities designed to provide educational and professional opportunities for members of U.S. minority groups to pursue and advance in careers in foreign policy and international relations, fields in which they are severely underrepresented. The grants fund four sets of activities, along with corresponding program management and indirect costs:

- (1) Summer study opportunities for minority students provided through Humanity in Action (HIA); *Grant #1 + 2*
- (2) Expansion of the Council's long-standing Franklin Williams Internship Program for minority students; *Grant #1*
- (3) An annual Conference on Diversity in International Affairs, jointly organized by the Council, the International Career Advancement Program (ICAP) and the Global Access Pipeline (GAP); and *Grant #1*
- (4) Increased Council participation in college career fairs in New York, Washington DC and other U.S. cities. *Grant #1*

CFR Metrics for Success

This evaluation examines the project outcomes according to the Council's metrics for success, which focus on the number and quality of the participating students and their assessments of the funded activities, both immediately after completion and up to a year later. Results achieved over the 2012-2015 grant period are as follows:

A. Quantitative Results

- HIA added a total of 55 U.S. minority students, primarily undergraduates, to four annual summer fellowship programs, held annually in different European cities;
- HIA selected 48 Fellows for two rounds of the Diplomacy and Diversity Program (D&D), including 34 Americans, 65 percent of them from U.S. minorities;
- The Council selected a total of 21 interns for the Franklin Williams Internship program—15 more than the two per year normally selected prior to the Robina funding;
- The Council successfully collaborated with ICAP and GAP on three annual Conferences on Diversity in International Affairs, drawing an average of 300 participants per year;
- The Council participated in 37 career fairs, reaching more than 4000 students, including 37.5 percent from minority groups.

¹ A first three-year grant of \$1,274,248 was made in March 2012 to support the Council's 'Expanded Diversity Initiative in Foreign Policy,' and was extended for one year with additional support of \$446,117. A second, concurrent three-year grant of \$2,467,411 was approved in August 2013 and supplemented by \$107,946 in November 2013 to fund additional related activities.

B. Qualitative Results

- The HIA summer fellowship, HIA's D&D Program and the Franklin Williams Internship program are highly selective and attract outstanding students. Participants in these programs emphasized the transformative nature of their learning experiences, and placed high value on continuing engagement with HIA and the Council, respectively, as their host organizations;
- Organizers from the Council, ICAP and GAP stressed the important role of the Conference on Diversity in International Affairs in bringing greater visibility and legitimacy to the persistent lack of diversity in the foreign affairs and international relations fields;
- 90 percent of survey respondents rated the conference as "Excellent" or "Good" in 2013, 2014, and 2015, an indicator of high quality
- By selecting five Franklin Williams interns (and hiring one regular staff member) from among candidates met at career fairs, the Council confirmed that applicants reached in this way met its hiring standards.

Relative Effectiveness

Each approach—a program aimed at undergraduates or graduate students, a month-long educational program reaching several dozen students or a day+-long conference involving 300 participants—has its advantages and disadvantages. Given their high quality and the participants' overall satisfaction, *all* the funded activities are a good use of the Robina funds. (However, improvements were suggested.) The multiple activities are effective because they approach the complex problem of underrepresentation from different and complementary perspectives. Rather than focusing only on one type of activity, the intractability and stubborn nature of the larger problem, which involves overcoming the stubborn legacy of racism, discrimination and socio-economic disadvantage, requires a multi-pronged approach.

Cost Effectiveness

A Cost Effectiveness Analysis (CEA) indicates a wide variation in student costs incurred during the 2012-2014 period. Costs range from approximately \$10 per student at Career Fairs up to \$14,625 for minority participation during the first year of the expanded HIA Summer Program, respectively. However, the per student cost does not take duration or quality of the activity into account. Given the range in duration of the supported activities, it is difficult to assign any decisive importance to the differences in per student costs. The more relevant questions—related to the lasting impact of the various activities on the individual students and on the broader diversity issue—are qualitative in nature and are addressed in the report.

Recommended Changes

A. CFR/HIA Partnership

- Make changes to the group composition in both HIA Summer fellowship program and D&D program that reflect greater economic, political and religious diversity and include 'invisible' minorities such as members of LGBTQ communities;
- Make changes to the D&D programming to create more coherence among disparate topics and provide more time for participants to digest and reflect on the discussions and material;
- For the D & D program, revise the itinerary to exclude Paris, retain Berlin, and add Warsaw;
- Support more Europeans so the D&D group is evenly divided between Europeans and Americans;

- Maintain support for HIA, specifically for minority Fellows in the HIA summer program and for the D&D Program, even without CHR collaboration.

B. Franklin Williams Internships

- Publicize the internships more clearly as paid internships, especially in New York City colleges and universities;
- Expand the program by adding more internships if the Council can absorb the additional interns and maintain the high level of engagement in its ongoing work.

C. Conference on Diversity in International Affairs

- Strengthen pre-conference outreach to participants and build more post-conference networking opportunities such as an online platform or an e-newsletter;
- Mainstream diversity, both as a policy issue in its own right and as a practical goal of increasing the participation of minority professionals in the targeted fields, into general Council activities, particularly on the record events with regular members attending;
- Suggest that the Council conduct a retrospective assessment of diversity programs and projects, accompanied by an agenda-setting exercise to accelerate progress, as a theme for a future Conference or as the focus of one or more Council research projects, a series of high profile public meetings, or other regular Council activities.

D. Participation in Career Fairs

- Encourage the Council to define its strategic goals beyond quantitative targets of reaching the maximum number of students possible;
- Encourage the Council to build fewer but more targeted partnerships with selected associations, universities and specific undergraduate and graduate programs to ensure a steady flow of minority students for the Council's educational and professional programs;
- Suggest that the Council play more of a 'brokering' or 'clearing house' role in linking talented minority students and young professionals to educational and career opportunities at various organizations

Conclusion

The Robina Foundation should be commended for its focus on diversity and encouraged to continue its generous financial support for activities that will enable minority students to acquire the knowledge, skills, exposure and professional contacts that will encourage them to bring 'diversity to diplomacy' and help them to advance in their careers. Through the current grants, Humanity in Action as well as the Council on Foreign Relations and its conference partners ICAP and GAP are playing important roles in this much-needed effort.

“An Expanded Diversity Initiative in Foreign Policy and the Expanded
Diversity Initiative in Foreign Policy – Additional Activities”

Evaluation of Two Grants from the Robina Foundation to the Council on Foreign
Relations

Joan Dassin, PhD
Professor of International Education and Development
Director, Masters Program in Sustainable International Development
Heller School for Social Policy and Management
Brandeis University

Background

In May 2015, the Robina Foundation contracted an external evaluation of two three-year grants it had made in 2012 and in 2013, respectively, to the Council on Foreign Relations (CFR), totaling \$4,295,722.¹ The grants support activities designed to provide educational and professional opportunities for members of U.S. minority groups to pursue and advance in careers in foreign policy and international relations, fields in which they are severely underrepresented. The grants fund four sets of activities, along with corresponding program management and indirect costs:

- (1) Summer study opportunities for minority students provided through Humanity in Action (HIA);
- (2) Expansion of the Council's long-standing Franklin Williams Internship Program for minority students;
- (3) An annual Conference on Diversity in International Affairs, jointly organized by the Council, the International Career Advancement Association (ICAA) and the Global Access Pipeline (GAP); and
- (4) Increased Council participation in college career fairs in New York, Washington DC and other U.S. cities.

As part of the grant proposals, the Council established indicators for measuring the success and impact of the overall project. These indicators are essentially project outputs and include criteria such as the number and quality of students participating in CFR-HIA's joint educational programs and the Franklin Williams Internships, student assessments of these programs immediately after completing them and a year or more later, the extent and nature of participation in the Conference on Diversity in International Affairs, and the number of students who attend CFR presentations at career fairs.

Much of this information is already contained in the Council's reports to the foundation. It will be summarized here as part of the overall evaluation, which will also address additional questions and requests from the Robina Foundation. These include:

- Whether the different activities take place at the best time in young people's lives and are the best way to be effective;
- Whether the activities Robina is funding are the best use – or a good use – of funds to achieve the goals identified;
- Whether the activities supported should be changed in any way or whether there are other activities that would be more effective;
- The cost effectiveness of the various activities supported by Robina grants;
- Recommendations for changes or additions to the supported work.²

¹ A first three-year grant of \$1,274,248 was made in March 2012 to support the Council's 'Expanded Diversity Initiative in Foreign Policy,' and was extended for one year with additional support of \$446,117. A second, concurrent three-year grant of \$2,467,411 was approved in August 2013 and supplemented by \$107,946 in November 2013 to fund additional related activities.

² Memo from Penny Hunt to Joan Dassin, "Evaluation of Robina Foundation Grants to the Council on Foreign Relations," May 2015, p. 3.

This evaluation builds on information gathered through more than two-dozen interviews conducted with staff members, students and others involved in the project activities in the period from May 18, 2015 through August 5, 2015. It also draws on observations made and conversations held during three days of meetings in Washington, D.C. during the first week of HIA's Diplomacy and Diversity Program, from June 1-3, 2015. Secondary sources include the Council's grant reports to the foundation and student surveys, qualitative assessments, external evaluations, biographical profiles and other materials found on the CFR and HIA websites. A complete list of sources is provided in Appendix A.

Accordingly, this evaluation is divided into seven sections, corresponding to the major sets of activities under evaluation, plus a financial analysis, recommendations and concluding remarks, as follows:

- S1 CFR-HIA Collaboration
- S2 Franklin Williams Internships
- S3 Annual Conference on Diversity in International Affairs
- S4 College Career Fairs
- S5 Cost-Effectiveness Analysis
- S6 Analysis and Recommendations
- S7 Final Remarks

S1 – CFR-HIA Collaboration

A. HIA Summer Fellowship Program

Under the Robina grants, HIA added a total of 55 U.S. minority students to the four summer fellowship programs held annually between 2012 and 2015. Data provided in the grant reports indicate a steady increase in individuals and institutions contracted as part of HIA's outreach efforts to recruit qualified minority candidates. (The Council also provides information about the HIA summer program to participants it meets at Career Fairs.) For example, in 2013 HIA sent information about HIA's 2014 summer fellowship program to 2000 contacts and 25 universities with diverse student populations. In 2014, more than 3000 individuals were reached and HIA conducted 40 information sessions at universities hosting significant numbers of Native American, Latino and African American students. HIA also maintained a strong partnership with the Posse Foundation, noted for its work in enabling minority students to enroll and achieve academic success in U.S. universities.

These outreach and recruiting efforts yielded positive results. Applications for the HIA summer fellowship increased steadily over the grant period. For example, HIA received 10 percent more applicants for the 2014 fellowship than it had received the previous year. Over one third of more than 600 applications for the 2014 summer program were from schools that HIA staff and alumni had visited, and over one third of applicants were from U.S. minorities. One indicator of the students' quality was the increasing selectivity of the fellowship awards based on the increasing number of applications. In 2012, 9 percent of applicants for the HIA summer fellowships were accepted. By 2014, the acceptance rate had declined to 7 percent.

In each year of the project thus far, from 2012 to 2015, HIA Fellows spent four weeks in one of five

European cities: Amsterdam, Berlin, Copenhagen, Paris, or Warsaw. While the emphasis varied depending on the location, each program built on HIA's central concern of understanding the ramifications of diversity and pluralism in international affairs. Using a 'site-based' learning approach, each program sought to provide maximum access to government agencies, nonprofit and community organizations as well as museums and memorials located in the host city. Well-known academics, journalists, politicians, and activists offered daily lectures and discussions that complemented the site visits. Each summer program ended with a four-day conference focused on HIA's core issues of historical memory and the rights of minority populations. In 2015, HIA held its sixth International Conference, entitled "Gateway to Justice: The Hague," exploring the city's unique role in shaping values and institutions related to peace, justice and reconciliation. Over 350 participants attended, including the HIA Fellows, the Diplomacy and Diversity Fellows, HIA Senior Fellows and other HIA partners.

Each year the Council and HIA conduct a series of joint activities prior to and following the European programs. For example, they organize a two-day pre-departure workshop at CFR's Washington, DC office for all American students about to participate in the HIA fellowship, including those supported by the Robina Foundation. Comprised of panels and discussions on a range of current issues with foreign policy experts, government officials and CFR members, the workshops feature a strong emphasis on career development, with ample opportunities for participants to engage with established professionals. Additional synergies are obtained through participation of the Robina-sponsored HIA Fellows in the Council's annual Conference on Diversity in International Affairs. At the Conference, the Fellows receive career counseling and mentoring by mid-career professionals and skills training for obtaining jobs in foreign affairs. To follow up on the summer program, HIA invites former Fellows and HIA alumni to an annual fall conference held in New York, and CFR donates a yearlong subscription to *Foreign Affairs* to all the HIA Fellows. These activities are intended to prepare Fellows for the HIA summer program and also to maintain their engagement in the field.

The HIA Fellows' biographical profiles attest to the overall quality of the summer fellowship students. An impressive mix of academic achievement, leadership and community service and international experience characterizes all the Fellows. They are fully engaged as students, activists, and even performance artists in issues ranging from immigration reform to homelessness, urbanism and social justice, international peace negotiations and human rights. The 2014 Robina-funded Fellows included graduates of Spellman, Morehouse and Vassar Colleges and Yale University, among other highly ranked U.S. universities. Most of the Robina-supported Fellows intend to pursue graduate studies in fields such as law, public policy and international human rights.

Two Robina-supported HIA Fellows were interviewed for this evaluation, one who completed the program in Copenhagen in 2014 and the other who had recently returned from the 2015 Warsaw program. Both found the HIA program quite intense – a headfirst dive into major international policy issues such as immigration and minority rights. In keeping with the national perspective and current affairs orientation of each HIA program, the 2014 Copenhagen program focused on pressures on the social welfare system in Denmark and the political backlash against new immigrants, as well as freedom of expression issues (the controversy over the publication of cartoons of the Prophet Mohammed had just erupted). In Warsaw, the program focused on Polish responses to human rights challenges from a historical as well as current perspective.

In their interviews, both Fellows stated emphatically that they had gained new knowledge and skills and had formed strong relationships with other Fellows, Senior HIA Fellows, the HIA staff, and other members of the HIA extended community. One Fellow highlighted the great value of the program for individuals who may not have the chance to attend graduate school. Both indicated that for young students like themselves, the program had influenced their views of what they wanted to do professionally. While both found the program very demanding, and one stated that she would liked to have seen greater economic diversity in the group, they both enjoyed meeting other students interested in human rights and diversity. Both felt that although they had experienced life as a member of a racial, ethnic (or religious) minority group in the U.S., the European diversity issues were very different. One student was developing an open debate forum in a London park for her required 'action' project following the summer workshop. The other Fellow, of Latina origin, highlighted her newly acquired interest in recent Jewish history. These positive outcomes contributed to the students' intention to remain engaged with HIA. The 2014 Fellow had already served on a committee to select the 2015 HIA Fellows.

An October 2013 evaluation of HIA activities prepared by Dr. Michael Schober, Professor of Psychology and former Dean of the New School for Social Research, reinforces these positive views. In his evaluation, Professor Schober concludes that the HIA summer fellowship program is "...an impressive enterprise with visible successes. Very strong idealism and identification with the larger organization and its mission are evident among fellows, senior fellows, program staff, leadership, and board members."³ Conversations with HIA staff and observation of a dinner for Senior Fellows (including minority participants who had completed the summer fellowship program in prior years), led this evaluator to conclude that as a vital part of the HIA fellowship program, the Robina-supported Fellows are similarly idealistic and place high value on continuing engagement with HIA and its extensive networks. A 2014 evaluation based on an online survey and in-depth interviews of American Senior Fellows underscored the positive impact of the HIA summer program in creating lasting social bonds: 98 percent reported that that felt connected to and supported by other Fellows during their programs, and 98 percent indicated that they would do the program again if given the opportunity.⁴

B. The Diplomacy and Diversity Program (D&D Program)

The D&D Fellowship, designed expressly for graduate-level students (and some who already hold advanced degrees) has now held two programs, the first in June 2014 and the second in June 2015. A total of 24 Fellows were selected in each year. In 2014, 399 applications were received, with an overall acceptance rate of 6 percent. In 2015, 420 applications were received, with an overall acceptance rate of 5.7 percent. In total, 33 American and 14 European students participated in the two programs.⁵ Sixty-five percent of the selected American students were members of U.S. minorities, while 54 percent of the whole group was female.

The 2014 and 2015 D&D programs were based on themes and pedagogy that HIA had developed

³ Michael Schober, "New School Evaluation, Humanity in Action, October 2013," p.4. Available at: www.hia.org

⁴ Priya Fielding Singh, "Fifteen Years of HIA: Experiences and Outcomes of the American Senior Fellows Network," October 2014, p. 2. Available online: <http://www.humanityinaction.org/files/790-Fifteen-Years-of-Humanity-in-Action.pdf>

⁵ In 2014, one American student withdrew from the program for health reasons.

over more than fifteen years with the HIA summer fellowship program. As described in the 2015 program booklet, in the D&D Program, specifically, questions about diversity and pluralism were intended to intersect “with unusual frequency” throughout HIA’s typical discussions of wide ranging subjects including international law, transatlantic relations, democracy, authoritarianism and threats to human and minority rights. Diversity was interpreted in a broad sense, referring to “diversity of peoples, ideas, values, institutions and practices.”⁶ In both years, leaders from diverse sectors, including government, non-profit organizations, foreign policy institutions, business, media and the academy, offered lectures and presentations, bringing multiple perspectives to bear on key foreign policy and international relations issues. The specific goal of increasing the “representation of minorities in international fields” was present but was explicitly linked to the broader goal of including “issues of diversity and pluralism in the consideration of international affairs.”⁷

The 2014 and 2015 D&D Programs involved similar activities. In readings distributed prior to the fellowship program, Fellows were given introductory materials to prepare them for discussions that would take place over the month-long program. Both programs included nearly 100 sessions and a similar number of speakers. The 2014 program ran from May 17 through June 14, 2014. The 2015 program ran from May 29 through June 28, 2015. In 2014, there was an interesting focus on technology and human rights, reinforced by meetings with media groups. The bulk of the program took place in Washington, D.C. and in Paris, with a short side trip to Brussels.

In 2015, sessions were held in Washington, D.C., Berlin, and Paris. The program concluded with a trip to Amsterdam for HIA annual international conference. In both 2014 and 2015, participants met with top officials from various organizations such as the National Endowment for Democracy and the German Marshall Fund, as well with as high-ranking diplomats, scholars and researchers, policy analysts, journalists, museum directors and filmmakers, among others. Program sessions included lectures, seminars, group discussions, workshops and site visits. While most of the sessions were focused on specific policy issues, others included career advising and skills workshops. In both years, CFR’s Washington, DC office hosted the D&D Fellows for an op-ed writing workshop, a networking event for CFR term members and junior staff, and sessions with CFR senior staff on U.S. foreign policy.

HIA leadership and staff indicated in interviews that in 2015 they had sought to correct weaknesses from the previous year. They stated that they now understood more clearly that increased representation of minorities among the American Fellows was not an end in itself but a means to deepen the discussion of conceptual issues involved in building more cohesive societies. According to one staff member, in June 2015 Europe was on the “verge of hysteria,” experiencing a xenophobic backlash against an influx of immigrants, especially from the Middle East and North Africa. Indeed, life in June 2015 was post-Charlie Hebdo but also post-Ferguson; the United States was also grappling with profoundly divisive issues of social exclusion. These circumstances created even more urgency for policy-oriented discussions of minority and human rights, diversity and pluralism in different societies.

The HIA staff agreed that despite a few tensions—inevitable in a group spending a solid month together and discussing difficult issues with strong personal implications—the program succeeding

⁶ Humanity in Action, *Diplomacy and Diversity Fellowship Program Booklet, Washington, Berlin, Paris and The Hague, May 29-June 28, 2015*, p. 2.

⁷ Ibid, p. 2

in building trust and a sense of community among the participants. Staff felt that in 2015 both the American minorities and the European D & D Fellows felt less pressure to speak 'on behalf' of their respective groups. While there were political disagreements, participants exhibited great eagerness to learn from one another. The staff also agreed that participation would have been more evenly balanced with a greater number of European Fellows in the group. Overall, the 2015 D&D program confirmed for the HIA leadership and staff the intrinsic value of focusing on diversity and marginalization, not only as these refer to the literal inclusion of certain groups in foreign policy and international relations careers but also as policy issues in and of themselves. Their conviction that U.S. graduate programs rarely touch on these issues was reinforced.

Other differences between the 2014 and 2015 D&D programs are also important. According to HIA staff, while in 2014 they organized the D&D program under the Council's guidance, in 2015 CFR played a much smaller role. CFR staff gave HIA two or three "flexible directives" but HIA was free to focus the program on their conception of diversity and pluralism, human rights, and the ethical and social concerns that the organization perceives as central to foreign policy and international relations. In addition, in 2015 the group spent nine days in Berlin, a major success. In Berlin, participants gained insights into German perspectives on current issues such as the Ukraine crisis and the Eurozone's economic crisis. Events organized with 45 to 50 HIA Senior Fellows in Germany, government and NGO representatives, journalists and others were highlights of the German portion of program.

On a less positive note, in 2015 the Paris portion of the program did not turn out exactly as planned; in the words of one staff member, "there were a few hiccups." HIA leadership and staff agreed that if they conduct the D&D program next year, they strongly recommend going back to Berlin but would replace the Paris portion with activities in Warsaw. This suggestion is based on some internal complications that occurred with the French Board of HIA but also on the strength of the HIA organization in Poland. Finally, the HIA leadership and staff interviewed for this evaluation concurred that the international conference in The Hague, titled "Gateway to Justice: The Hague," was an exhilarating climax for the D&D program. Over 350 participants, including HIA Fellows, Senior Fellows, Board members, friends and partner organizations, attended. (Only four of the 2014 D&D Fellows attended the 2014 HIA Annual Conference in Denmark.)

In conversations with 2014 and 2015 Fellows and in four formal interviews with 2015 participants, the D&D Fellows echoed many of these same points. All concurred that the program was, in the words of one Fellow, "dense and intense," from an intellectual and personal perspective. Learning in such a diverse group exposed them to concepts, places and cultures one would never approach individually. The Fellows felt that the program had successfully linked them to Europe, and in 2015, to Germany in particular. They were appreciative of HIA's 'place-based' learning model, which allowed them to perceive connections among issues, people, and places in unanticipated ways. Several stressed the value of insights gained into German and French history and into those societies cultural and racial dynamics, which are so different from social interactions in the U.S. Several Fellows from the 2015 group said that the German trip, especially, drove home the reality of discrimination against Roma, Muslim and Jewish communities. The Fellows strongly concurred that the D&D experience was 'life-changing' and transformative. All agreed that they would make every effort to remain connected to and active in the HIA networks, especially with their colleagues in the D&D program.

On the critical side, the 2015 Fellows made a number of suggestions. Some would have liked to have seen other forms of disadvantage and minority status represented in the group, with HIA pushing beyond 'visible minorities' to include participants from different socio-economic classes, more diverse political views and the LGBT community. In terms of content, some Fellows, while appreciative of the focus on anti-Semitism, would have preferred more sessions related to poverty and development. Some were skeptical about the post-program projects they are required to produce, in the form of 3000-4000 word journalistic papers. Several felt that the schedule was "over-programmed" and would have benefited from more time for reflection, as well as more explicit connections both among the disparate topics as well as between the topics and the overarching theme of diversity and social inclusion. Perhaps most seriously, there was agreement (some HIA staff members expressed a similar view) that by the third week group dynamics had become strained, mostly due to lack of 'down time.' To their credit, the HIA staff showed flexibility by revising the schedule and holding a half-day session during which the group could 'check in,' revisit the discussion guidelines, and express their opinions about what wasn't working. The session apparently cleared the air, allowing for an emotional finale and greater bonding of the group during the Hague conference. Fellows strongly concurred that the HIA staff was extremely attentive to their individual needs, and very skilled in managing group dynamics.

Evaluation comments for the Washington, D.C. portion⁸ indicate the participants' general satisfaction with the D&D program. On a 1-5 scale, with 1 equal to poor, 2 equal to fair, 3 equal to average, 4 equal to good and 5 equal to excellent, the average score on items such as the range and quality of speakers, range of subjects and logistics and organization, the average score was 4.1. The lowest ranked item was the Council on Foreign Relations component, at 3.4. While some of the Fellows appreciated the high level speakers, several criticized the OpEd writing workshop as too elementary. The networking event received the most criticism, with the D&D Fellows frankly confused as to the reasons why Fellows from HIA should meet CFR Term Fellows. The 'speed dating' format received a number of negative comments. While one D&D Fellow said that he hoped to become a CFR Term member within the next five years, others expressed the opinion that the Council was too "establishment."

Overall, the D&D Fellows had mixed views of the CFR events, perhaps reflecting inherent differences between HIA and CFR and their respective approaches to the diversity project. HIA is an issues-based educational organization with a substantial track record in creating educational programs focused on social exclusion and violence based on ethnicity, race, religion and other forms of discrimination, primarily but not exclusively in the European context. CFR, widely recognized as one of the leading research and policy organizations in the U.S., has a much higher profile in the professional foreign policy community. As one participant put it, most of the D&D participants were "more interested in diversity issues than diplomacy issues, or more interested in understanding international relations than practicing them as a diplomat, whereas a lot of the programming seems geared toward foreign relations professionals." While intended as a general critique of D&D's Washington programming, the statement also helps to explain some of the students' negative reactions to the CFR events, which emphasized professional mentoring, skills based training and high level networking. Some students perceived this approach as overly calculating and careerist – at odds with their desire to meet more "activist-scholars or NGO people

⁸ Evaluations for the Berlin, Paris and the Hague portions of the program had not yet been completed when this evaluation was written.

who don't work at big think tanks."⁹

Seen more positively, these critical reactions are evidence that the D&D Fellows were a lively group of talented, committed, inquiring and at times contentious young people. Biographical information on the HIA website includes Fellows' resumes replete with high quality undergraduate and graduate education obtained at leading universities in the U.S. and elsewhere, significant international experience, dedicated volunteerism and ongoing engagement with human rights and social justice issues. While supported financially to undertake the program, a number of D&D Fellows had paid a significant opportunity cost by not pursuing paid employment during the month-long program. Others had to postpone family visits or collect vacation time over several years in order to participate. During three days of meetings held in Washington, DC in June 2015, the evaluator observed spirited and thoughtful discussion that was easily comparable to similar conversations in masters or doctoral-level programs. The Fellows repeatedly demonstrated curiosity, intelligence, and an ability to draw on their prior academic training to formulate incisive comments and ask new – and times uncomfortable – questions. Several returning speakers indicated that they had accepted the invitation to speak again because the D&D students from the previous year had made such a positive impression on them. And as further evidence of the D&D Fellows' high quality, both HIA staff and several students suggested that going forward, the program should include more opportunities to hear more from the Fellows themselves, in order to tap into their considerable expertise.

In an email to HIA's American Planning Board, HIA Director Judith Goldstein reported on the 2015 D&D Program:

The second year of the Diplomacy and Diversity program was a great success. It was a triumph of careful planning. The inclusion of Berlin provided for new perspectives in addition to DC and Paris. Meeting with German officials, academics, journalists and activists was most illuminating, particularly at this time of uncertainty over the cohesiveness of the European Union and euro. The D&D Fellows met on a few occasions with the Fellows in the French and German programs as well as with Senior Fellows in DC. Integrating the graduate students into the Humanity in Action network is working well.¹⁰

Overall, the two HIA summer programs supported under the Robina grants easily meet the Council's two principal metrics—student quality and the students' own assessments—for measuring success. First, based on their biographical profiles, their academic preparedness, reactions from HIA staff members and speakers, and direct observation, student quality in both programs is uniformly high. As graduate students, the D&D Fellows are particularly accomplished. For example, selected essays by 2014 D&D Fellows, collected in a 2015 volume entitled *Transatlantic Perspectives on Diplomacy & Diversity* and edited by HIA Program Director Anthony Chase, is a strong indication of their intellectual interests and achievements. The lead article in the volume, "A Theoretical Approach to Demographic Diversity in the Diplomatic Service: A Study of the U.S. Foreign Service," by Jessica Wamala, is a particularly incisive analysis of different perspectives on diversity and their relevance to U.S. foreign policy. Second, based on comments in both personal interviews and in writing, the students' reaction to both the 2014 and 2015 D&D program was overwhelmingly positive. Specific improvements could easily be incorporated into a subsequent round, and in fact HIA staff had already anticipated many of the suggestions for improving the pacing and coherence of D&D agenda.

⁹ "Diplomacy and Diversity Fellowship, 2015 Washington Meetings," p. 2.

¹⁰ Judith Goldstein, Email to HIA American Planning Board, sent Monday, July 13, 2015

A more serious issue is posed by HIA's and CFR's divergent approaches to the project objective of increasing minority representation in foreign policy and international affairs. As is known to the Robina Foundation, CFR has indicated that it will no longer collaborate with HIA on the Diversity Initiative. Unfortunately, this could leave both the additional HIA minority Fellows and the D&D Fellows Programs without support, since Robina funds for those activities are channeled through the Council. In the 2015 D&D program, in particular, HIA demonstrated that it could organize a successful program with minimal CFR assistance; in fact, the CFR portion of the program received mixed reviews from the students. The Foundation should consider alternative arrangements to provide continued funding for these valuable activities.

S2 – Franklin Williams Internships

Under the Expanded Diversity Initiative, the Council successfully expanded its Franklin Williams Internship program. Named after the late Ambassador Franklin H. Williams, a former American Ambassador to Ghana and Director at the Council who promoted membership for African Americans, the program is intended to develop the knowledge and leadership abilities of undergraduate and graduate students. Recent graduates are also accepted. Founded in 1990, the Franklin Williams Internships program originally aimed at supporting two interns per year. In three years of Robina funding, the Council hired a total of 21 interns, including five in 2012-2013, six in 2013-2014, and ten in 2014-2015. The interns—fourteen females and seven males—selected during the Robina grant period were chosen from more than 4,000 total applicants, approximately 1500 of whom the Council had met at career fairs.

Aggressively marketed to minority students, the Franklin Williams program is an entry path to foreign policy careers. Interns work from 16 to 21 hours per week in the Council's offices in New York and in Washington, DC. They serve in various Council departments such as Global Communications, the office of the Director of Studies, and Publications in the Fall, Spring or Summer of a given academic year, and are responsible for writing and research, program coordination, planning and staffing events, and budget management, among other similar tasks. To deepen their familiarity with the policy issues, the interns are encouraged to attend meetings and events at the Council. Each intern travels to his or her non-resident office (e.g. in New York or in Washington, DC), and many have been invited to attend the annual Conference on Diversity and International Affairs, held annually since 2013. Interns also receive informal training in skills ranging from networking, business etiquette and interviewing techniques to writing a cover letter, library skills and grant writing. The Council encourages interns and their supervisors to build strong relationships, which helps the interns to set and achieve their individual professional development goals. Exit interviews with interns completing their assignments indicate that interns deeply appreciate this guidance and make the most of the internship as an opportunity to refine their career plans.

Similar to the joint HIA/CFR activities, the Council's metrics for measuring the success of the Expanded Diversity initiative focus on the number and quality of the students who apply for the Franklin Williams Internships and the assessment of the program's benefits by the interns themselves, both immediately after completing the program and a year or more afterwards. In regard to the first indicator, the aggressive marketing of the internship has led to strong results. Although the Council did not track the average number of applications per year before the Robina grants started in 2012, with an average of seven internships per year since 2012 and a total of more

than 4000 applications, the Council has a virtually unlimited pool from which to select the most outstanding candidates.

As with the HIA and D&D Fellows, biographical information for the interns indicates their excellent academic credentials and broad interests in foreign policy and international affairs. Despite their relative youth and incipient professional careers, the interns as a group have impressive experience in government at the local, state or federal level, in legal work, and in student politics. Given the highly selective nature of the competition and the rigorous selection process, which includes interviews by two or more senior staff from the Council, there is little doubt about the interns' high quality as students. Biographical information on the 2014 interns, for example, indicates that many former interns were subsequently accepted into graduate programs at prestigious universities, including Oxford and Georgetown Law.

In-depth interviews with four recent Franklin Williams Interns, one from 2013 and three from 2014, confirmed the positive impact of the Franklin Williams internship on the participants' lives and careers. The former interns stressed that they were given 'real' work to do, such as editing, drafting policy memos, conducting research, or serving as liaisons to members of the press. Daily immersion in the Council's ongoing work allowed them to develop 'hard' skills such as mastering the Chicago style citation system and using social media for professional purposes. Regardless of their career plans, which for these interviewees included a future specialization in international criminal law, an international doctoral program in regional cooperation and development and applying for a scholarship to study abroad, the former interns agreed that working with top caliber political analysts and researchers was 'very exciting.' They found the training exercises useful, allowing them to gain valuable communications and other professional skills. They emphasized the value of learning 'from the inside' how a think tank functions, and of being exposed to different career paths within the broader foreign affairs field. Those who attended found the Conference on Diversity in International Affairs very helpful, especially the opportunity to meet with professionals at different career stages. The interns concurred that they all intended to remain in touch with their former supervisor, department or with other Council interns. One interviewee said that the Council assignment was among his "top three" internships; all stated emphatically that they would do it again if given the opportunity.

The interns' one consistent suggestion was that the Franklin Williams internship should be more actively publicized, with a clear indication that it is a paid opportunity. (Payment is particularly important for minority students who may not be able to afford an unpaid internship.) One interviewee specifically suggested that the internship should be more widely publicized in New York City schools such as Hunter, Fordham, St Johns and the City University of New York. Another suggested that an organization like Prep for Prep, which targets minority students, would be a helpful outreach partner. It is somewhat surprising that these interns felt that the program should be more aggressively publicized, given the Council's extensive recruiting and the large number of candidates who apply. Overall, however, the interns were strikingly upbeat about their experience. These positive assessments raise the question of whether the Franklin Williams Internship program could be further expanded without losing its major advantage of engaging the interns in the Council's 'real,' ongoing work (and providing them with significant training opportunities).

S3 – Conference on Diversity in International Affairs

The conference is one of the major activities in the Expanded Diversity Initiative. Held annually at CFR's Washington, DC office, in April of 2013, 2014 and in 2015, respectively, the conference has each year drawn some 300 participants from across the U.S. Its overarching goal is to increase the participation of minority groups in foreign policy and international affairs. The major strategies are to expose students and professionals to leading figures in these fields, themselves from minority backgrounds, and also to strengthen the 'pipeline' by building mentoring relationships and strengthening intergenerational networks comprised of minority students and professionals at different stages of their education and careers.

The Council co-organizes the conference with the International Career Advancement Program (ICAP) and the Global Access Pipeline (GAP), two organizations with the central mission of increasing minority presence in the international arena. Collaboration with these organizations enables the Council to enhance its outreach to minorities from different age groups. ICAP¹¹ is a mid-career leadership program for minority professionals in international affairs-related fields, while GAP is a consortium of organizations that links pre-collegiate programs for at-risk students with college and graduate level programs for under-represented groups. The Council complements this mix of attendees with its own junior and senior staff, as well as term and life members. The Council also invites the Robina-supported HIA Fellows and Franklins Williams interns to the conference.

The conference has followed a similar schedule each year. Welcoming remarks, a keynote address and a networking reception are held on a Friday evening, followed by a full Saturday agenda including plenary sessions, skills building workshops, breakout sessions on foreign policy issues and career advising for attendees. In 2014, the keynote speaker was then National Security Advisor Susan Rice; in 2015, that role went to Carla Harris, Chair of the National Women's Business Council, Director of Investment Banking Division at Morgan Stanley, and author of a book entitled, *Strategize to Win: The New Way to Start Out, Step Up, or Start Over in Your Career*. (The book was distributed for free to the Conference participants.) The 2015 plenary sessions were entitled "World Economic Update" and "How to Get a Global Education," while the breakout sessions included topics such as "Working in Foreign Policy: Lessons Learned," Human Rights Defenders: Different Approaches and Actors," and "How New Demographics are Remaking U.S. Foreign Policy." As in previous years, the agenda emphasized professional skills building in sessions such as "Speed Networking," "Knowing Your Brand," "Experiences in Entrepreneurialism" and "Honing your Writing Skills for Professional Success."¹²

In each year, CFR commissioned surveys to assess participants' reactions to the conference. The surveys show a slight upward trend in those rating the conference as "Fair," from 0 percent in 2013 to 8 percent in 2015. However, in all three years nearly all respondents rated the conference as "Excellent" or "Good." In 2015, 66 percent rated the conference as "Excellent," while 26 percent found it "Good." Carla Harris, the 2015 keynote speaker, received particularly stellar reviews.

¹¹ ICAA, the International Career Advancement Association, is ICAP's alumni association and co-organizes the Conference with CFR and GAP

¹² See agenda for 2015 Conference on Diversity in International Affairs, available online:
<http://www.cfr.org/projects/world/conference-on-diversity-in-international-affairs-2015/pr1702>

Respondents described her as “charismatic,” “fantastic,” “outstanding,” and “awesome.” In keeping with the high ratings for the overall conference, most comments were positive, focusing on the motivation gained and value of the networking opportunities. As to the content, respondents in 2015 expressed varying reactions. For example, the “World Economic Update” was described as “too vague,” while the session on “Knowing your Brand” was criticized for focusing on social media although that had not been made clear in the program. Several respondents observed that the conference was “skewed young,” and was therefore less useful for mid-career professionals. The highest “Needs Improvement” categories, at 10 and 17 percent of respondents, respectively, were “One on One Career Counseling” and “Mentoring Opportunities.” On the positive side, respondents assigned the highest percentage of “Excellent” ratings to the conference site (88 percent) and the food (75 percent). Finally, it should be noted that there was a significant drop in the number of survey respondents, from 130 in 2013 and 120 in 2014 to 62 in 2015.

Because the specific suggestions are so disparate, it is difficult to conclude much about the conference from the surveys beyond the attendees’ general appreciation for the event. However, the surveys confirm that the participants came from the different target groups established by the participating organizations. These included ICAP alumni, senior mentors, and staff, leaders of GAP member organizations, professionals, CFR members and graduate and college students. In keeping with its overall goal of increasing minority participation in the foreign policy and international affairs fields, the conference included formal and informal networking opportunities. The organizers connected professional counselors from Washington, DC area universities and professional organizations with conference participants. A special effort was made to set up career counseling sessions for the HIA alumni and the Franklin Williams interns. According to one of the organizers, between 24 and 28 mentoring sessions were held at each conference but staying in touch was left up to the individual participants. No data have been kept about how long the mentoring relationships last or whether the contacts made through networking were maintained after the conference.

As a result, it is difficult to gauge the results for one of the Council’s own metrics, namely the conference’s impact on the development of mentorships between ICAP members, on one hand, and HIA alumni and the Franklin Williams interns, on the other. Several individuals interviewed for this evaluation made suggestions for strengthening the post-conference networks, another of the Council’s metrics. They noted that while there are some follow up activities, including four emails sent to participants, other strategies could be employed, such as providing a platform for an online community or a newsletter with conference highlights. (The complete agenda, rapporteurs’ reports and videos of the keynote speakers are available on the CFR website.)

The most direct suggestion for increasing the impact of the conference came from a CFR staff member, who wondered why a similar event hadn’t yet been held at the Council’s offices in New York. This individual thought that the Council should create a “Diversity Initiative Speakers Series” or some similar public activity that would be on the record and would help to mainstream minority representation as fundamental to the foreign policy field, rather than simply another topic to be addressed amidst hundreds of other CFR events.

This suggestion notwithstanding, interviewees from ICAP, GAP and the Council itself expressed deep appreciation for CFR’s role in convening the conference. They agreed strongly that CFR not only played a critical organizational role—“they know how to put on a meeting,” said one—but also

observed that CFR's stature in the field had an important legitimizing impact on the whole effort. They recognized that convening the conference is a major commitment on the Council's part, not only in terms of time and resources but also because CFR spends considerable political capital to attract high profile speakers and, in the words of one interviewee, "bring more people into the conversation." Representatives from the partner organizations concurred that without the Council's enthusiastic support, they wouldn't have the capacity to organize a conference with such a high level of visibility featuring "so many interesting people of color." CFR, they agreed, brings the Conference to a "higher level." That said, the organizers were eager to continue thinking about different formats and other strategies for preparatory and follow on work that could leverage more impact from a very compressed event.

S4 – Off-Site Career Fairs

As part of the Expanded Diversity Initiative, the Council's Human Relations department has stepped up its participation in career fairs that target minority and other students. Grant reports from 2013, 2014 and 2015 indicate a steadily increasing level of outreach activity. For example, in February 2013, the Council reported that staff had attended six career fairs during the first year of the grant; in the June 2015 report, it reported attendance at 11 career fairs during the preceding period. CFR staff indicated that the Council has attended a total of 37 career fairs since the Expanded Diversity Initiative was launched in 2012, reaching a total of over 4,000 students. Of the students who participated, approximately 1500, or 37.5 percent, belonged to underrepresented groups; a similar number submitted applications for the Franklin Williams Internships.

From a strictly quantitative standpoint, as specified in the Council's metrics for judging the Initiative's success, there is little doubt that the heightened outreach reached and elicited applications from a large number of students—especially relative to the limited number of slots available in the Franklin Williams Internship Program or the HIA and D&D Fellows Programs. (CFR does not track the total number of students met at the career fairs who applied for the HIA summer fellowship or the Diplomacy and Diversity Program.) An additional benefit of the increased outreach is the Council's stronger relationships with colleges and universities that serve a high percentage of minority students, especially in programs that focus on foreign policy and international affairs. Events such as the Historically Black Colleges and University Fair or recruiting at institutions such as Howard University, Baruch and Hunter College publicize the Council's programs but also create more general awareness about career paths into the targeted fields. Although effective in the New York and Washington, DC areas, such efforts are particularly important in other regions of the country. An example is the University of Texas at Austin, where CFR staff members have made presentations to an undergraduate program in International Relations and Global Studies. With 800 majors, the majority of them from underrepresented groups, the program provides a ready audience of interested students. The UT-Austin professor who directs the program confirmed that the students show substantial interest in the Council's programs as well as a range of other related educational and employment opportunities.

From an evaluation standpoint, however, a major question arises about measuring the role of the Council's enhanced participation in career fairs and in other outreach activities in advancing the Expanded Diversity Initiative's overall goal. The Council attends a large number of career fairs and reaches an impressive number of students through them. Similarly, the Council has contacted a large and growing list of associations, universities and academic programs. However, this is evidence

that the Council is increasing the *demand*; it is not necessarily increasing the *supply* of educational and employment opportunities. Of the thousands of students reached through these efforts, only five students whom CFR met at career fairs received Franklin Williams internships, and one additional student is now being interviewed for an internship in Fall 2015. In addition, a student whom CFR staff met at the Atlanta Center Consortium Career Fair was hired for a full-time position at the Council as a Publishing Associate for *Foreign Affairs*.

When asked whether CFR has a goal in mind for the number and type of career fairs attended, staff emphasized the benefits of 'face-to-face' interaction with students at career fairs. The Council's stated objective is to attend as many fairs as possible over the course of a year, with priority given to those held outside of the New York and Washington, DC metro areas. For the Council, attending career fairs at universities with high percentages of minority students, such as Howard University, and/or those that have reputations for strong programs in political science, international affairs or related fields, such as Columbia or Georgetown Universities, "have provided the strongest pipelines for the types of roles available at CFR."¹³

Going forward, it may be more strategic for the Council to focus its recruiting efforts on a carefully selected sub-set of institutions, to deepen the relationships and ensure a steadier flow of minority students to various CFR programs and positions. The Council could also take a more active role in channeling interested minority students to *other* educational or professional opportunities in the foreign affairs and international relations fields, in order to channel the heightened demand to a more robust set of opportunities. When asked about these suggestions, Senior Vice President James Lindsay indicated that the Council did intend to focus its recruiting efforts on several fora serving minority faculty and students, such as the annual conference of the Hispanic Association of Colleges and Universities and the national conference of Black Political Scientists. However, he did not see the Council as having the 'bandwidth' to serve a clearinghouse role in referring minority students to opportunities at other organizations.

S5 – Cost-Effectiveness

The evaluator notes the limited nature of the financial information supplied for this report. Financial statements provided for this evaluation cover Year 1 (March 22, 2012-February 28, 2013) and Year 2 (March 1, 2013-February 28, 2014) of activities funded under the first Robina Foundation grant. The statement for Year 2 also lists expenses incurred under the second foundation grant, covering the period from September 25, 2013 through April 29, 2014. Hence the Year 2 statement covers the combined grant period from March 1, 2013-April 29, 2014. HIA expenses for Year 2 are listed in a separate statement, again combining expenses under both grants and covering the expanded reporting period from March 1, 2013 to April 29, 2014. No financial reports were available for the period after April 29, 2014, although the activities covered under the grants have continued into mid-2015, the date of this evaluation.

Based on this limited information, the evaluator has conducted a cost-effectiveness analysis (CEA – See Appendix B). Since the variances were substantial, ranging from surpluses of \$88,838 in Year 1 to \$115,217 and \$422,362 for CFR and HIA activities in Year 2, respectively, the calculations are based on actual or projected actual expenses, rather than the approved budgets. The evaluator is

¹³ Shira Schwartz, Email communication to Joan Dassin, July 29, 2015.

aware that this may distort the analysis, given the inevitable time lag for incurred costs to be charged against approved budgets.

As commonly understood in evaluation practice, cost-effectiveness analysis (CEA) is most useful when benefits cannot be monetized but the relative costs can be compared to the outcomes, or effects, of two or more courses of action. A common example is from healthcare, where it is difficult to put a value on saving lives, for example, but where the outcomes themselves can be counted and compared, as in 'the number of lives saved.' This technique is an alternative to cost-benefit analysis (CBA).¹⁴ CEA is an appropriate technique for this report because of the difficulty in assigning a value to increasing diversity in foreign policy and international affairs, the goal of the CFR and HIA projects. Instead, the most appropriate (and accessible) measure is the per student cost of the various activities included in the Expanded Diversity Initiative, including the Additional Activities.

As indicated in the CEA, per student costs incurred during the 2012-2014 period range from roughly \$10 per student at Career Fairs to under \$200 per student for the Conference on Diversity in International Affairs and approximately \$5100 for the additional Franklin Williams interns. HIA-related per student costs range from just under \$8000 per student for the Diplomacy and Diversity Program and up to \$14,625 and \$13,022 for minority participation during the first and second years of the expanded HIA Summer Program, respectively. Overhead costs including CFR Program Management and Indirect Costs can be calculated at roughly \$11,800 and \$5100 per set of major activities (a more relevant measure for overheads than per student cost), respectively.¹⁵ The available financial reports show a total expenditure of \$1,014,453. These figures may be misleading because of time lags in the financial reporting.

Lacking information to compare these costs to those incurred by the Council in other activities or by the foundation in its other grants, the CEA can only compare the costs across the various activities supported under the Initiative. However, the per student cost does not take duration or quality of the activity into account. Given that activities range from a few hours of student contact in a Career Fair, to a day plus an evening session for participants in the Conference on Diversity in International Affairs, to a solid month of travel and program sessions for the HIA and Diplomacy and Diversity students, it is difficult to assign any decisive importance to the differences in per student costs. The more relevant questions—the lasting impact of the various activities on the individual students and on the broader diversity issue—are qualitative in nature and are addressed elsewhere in this report.

S6 – Analysis and Recommendations

The Robina Foundation's questions about the Expanded Diversity Initiative go beyond the metrics developed by the Council to measure success and impact. Each question in fact involves subtle comparisons and trade-offs. First, the foundation has asked "whether the different activities take place at the best time in young people's lives and are the best way to be effective."¹⁶ The supported activities actually take place at different times in young people's lives. For example, the HIA Fellows

¹⁴ "Cost Effectiveness Analysis," BetterEvaluation Sharing information to improve evaluation. Available online: <http://betterevaluation.org/evaluation-options/CostEffectivenessAnalysis>, accessed on July 31, 2015.

¹⁵ For this calculation, CFR management and CFR indirect costs do not apply to D&D Fellows or to the D&D Program. However, the \$117,226 spent on 'Program Management and Administration' for the D&D Program was factored into the analysis.

¹⁶ Penny Hunt, Memo to Joan Dassin on "Evaluation of Robina Foundation Grants to the Council on Foreign Relations," May 2015, p. 3.

program is aimed primarily at undergraduates and recent graduates, while the Diplomacy and Diversity Program is aimed primarily at graduate students and some students who already hold advanced degrees. Since these are similar programs except for the target groups, they can be reasonably compared. HIA staff members agree that each approach has its advantages and disadvantages. The HIA Fellows are less mature and more challenging to manage; however, since the Fellows are younger than their D&D counterparts, the summer program is likely to have more influence on their lives and careers. Conversely, the D&D Fellows are more advanced in their studies, and in some cases, are already professionally established. Given the high quality of both programs, as attested to by the HIA staff and participants as well as publications and other documentation, both outcomes are good and advance the Expanded Diversity Initiative's overall goal of increasing minority participation in foreign affairs and international relations.

When an intervention takes place in an individual's life cycle is less relevant to the Conference on Diversity in International Affairs, which by definition brings together participants at different stages in their educational and professional careers. Insofar as the conference is successful in encouraging connections among the different age groups, whether through formal or informal networking, mentoring or counseling sessions, then this single activity has the potential to be very effective in helping young people to envision their future careers. That said, however, maximizing the impact on not only individuals but the field more generally will depend on more systematic follow up work to sustain the intergenerational relationships initiated at the conference. Given the compressed timeframe and the 'layered' goals that already intersect at the conference, prospects for alternative approaches are relatively constrained if the current format is maintained. Maximizing the conference's impacts will involve mainstreaming the diversity theme into other Council events, both in terms of content as well as actual participants.

The off-site career fairs are directed at students interested in foreign policy and international affairs, either for further study or professional careers. Insofar as the Council's own openings through its fellowship programs and junior positions are directed at these age groups, the outreach is a useful way to broaden students' knowledge of relevant opportunities. As mentioned, however, more impact could be potentially be achieved by working with a narrower, more targeted set of institutions and programs, thereby ensuring a steadier flow of qualified candidates for specific programs and positions. An alternative or complementary strategy would be for the Council to help channel demand and interest into educational programs or professional positions available at other organizations.

Second, the Robina Foundation is interested in an assessment of the two approaches represented by the Diplomacy and Diversity Program and the Conference on Diversity in International Affairs, respectively. The D&D program (along with the HIA summer fellowship program) reaches only a limited number of participants but involves them in an intensive, month-long educational program. It should be noted, however, that in 2015 all the D&D Fellows participated HIA's Annual Conference in The Hague, which brought them into contact for a four-day period with over 350 members of the broader HIA community. The CFR conference reaches approximately 300 people annually but just for one day, preceded by evening events. Although widely perceived as extremely valuable for raising the profile of minorities who already hold senior positions and encouraging young people from underrepresented groups to pursue related careers, there is less evidence that the conference has achieved the lasting effects on participants than have been convincingly documented in the HIA activities. However, it could be argued that the conference, precisely because of its Washington DC

location, intense nature and high visibility, has more of an impact on the *foreign policy field*, at least in the U.S., than the HIA programs, which take place primarily in Europe.

Third, the Robina Foundation has asked whether the supported activities are the *best* use – or a *good* use – of the funds to achieve the initiative's stated goals. Here, the evaluator contends that all the supported activities are a *good* use of the funds. For each set, certain features could be changed to increase their efficiency and impact. As to whether the activities are the *best* use of the funds, that is clearly a more speculative question. None of the more than two dozen individuals interviewed suggested that a completely different type of activity should *replace* any of the activities supported through the Robina grants. On the contrary, there was consensus on the importance of basic premise underpinning the Expanded Diversity Initiative – namely, that increasing the presence and influence of minority group members should be a major goal for institutions and organizations that hold key positions in the foreign policy and international relations fields. No one suggested, and this evaluator concurs, that a single approach to that achieving that goal should drive others from consideration. Indeed, multiple activities are effective because they approach the complex problem of underrepresentation from different and complementary perspectives.

It should be emphasized that other types of activities have also been shown to be effective in broadening minority participation in particular fields. Maintaining its focus on educational and employment opportunities, the Robina Foundation could also consider scholarship support for outstanding students from underrepresented groups to complete masters and doctoral programs in foreign policy, international affairs and related fields. This is of course a longer and costlier route than the short-term educational and professional programs supported under the Expanded Diversity Initiative. However, providing young people with the sustained support they require to obtain the advanced degrees required to enter the international policy arena—even as entry level professionals—is a time-tested strategy.

Two successful examples of targeted scholarship programs are the Ford Foundation's Fellowship Programs, intended to increase racial and ethnic diversity at the faculty level in U.S. universities, and the Ford Foundation's International Fellowships Program (IFP), aimed at providing advanced study opportunities for social justice leaders from marginalized communities in developing countries. Compiled over decades, results from these programs provide compelling evidence that targeted scholarships for domestic or international study at the graduate level are one of the most effective tools available to compensate for a systematic lack of access and opportunity in certain academic fields and professional careers.

A final observation stems from the Council's diverse array of activities to promote greater diversity, which include but are not limited to those supported by the Robina Foundation. As stated in its periodic grant reports, CFR administers eight fellowship programs and actively markets them to institutions and organizations active minority communities. The Council is a founding member of the Think Tank Diversity Consortium, and has created an impressive array of educational opportunities for minority groups at the high school and college levels. Initiatives include the Global Kids program, which offers a summer institute and monthly roundtables on foreign affairs to high school students from underrepresented communities, and a longstanding partnership with the Colin Power Center for Policy Studies at the City University of New York, which encourages public engagement and leadership among leaders from underrepresented groups. The Council has also

organized a Higher Education Working Group, which includes top leadership from higher education institutions serving minority populations, to consider major global issues.

The Robina Foundation should encourage the Council to synthesize its experience with various diversity initiatives, and use its pivotal position in the foreign affairs community to diagnose and address the major obstacles that still hinder minority students from entering and advancing professionally in these fields. As one interviewee put it, “progress is still agonizingly slow.” More than almost any other organization, CFR is in a key position to convene the leading figures in the foreign affairs and international relations fields to bring the persisting lack of diversity front and center—and propose solutions that will have a lasting impact. A retrospective assessment of diversity programs and projects, accompanied by an agenda-setting exercise to accelerate progress, could be a worthy theme for a future Conference on Diversity in International Affairs. This topic could also be explored in one or more Council research projects, a series of high profile public meetings, or other regular Council activities.

As discussed in the preceding pages, a number of useful suggestions to modify the activities supported by the Robina Foundation emerged in the course of this evaluation. They are summarized here, as follows:

CFR/HIA Partnership

- Make changes to the group composition in both HIA Summer fellowship program and D&D program that reflect greater economic, political and religious diversity and include ‘invisible’ minorities such as members of LGBTQ communities;
- Make changes to the D&D programming to create more coherence among disparate topics and provide more time for participants to digest and reflect on the discussions and material;
- For the D & D program, revise itinerary to exclude Paris, retain Berlin and add Warsaw;
- Support more Europeans so the D&D group is evenly divided between Europeans and Americans;
- Consider support for minority Fellows in the HIA summer program and for the D&D Program, even without CHR collaboration.

Franklin Williams Internships

- Publicize the internships more clearly as paid internships, especially in New York City colleges and universities;
- Expand the program by adding more internships if the Council can absorb the additional interns and maintain the high level of engagement in its ongoing work.

Conference on Diversity in International Affairs

- Strengthen pre-conference outreach to participants and build more post-conference networking opportunities, for example an online platform or an e-newsletter;
- Mainstream diversity as a policy issues and the participation of high profile minority professionals—whether or not they are current CFR members—into general Council activities, particularly high profile events in New York with regular members attending.

Participation in Career Fairs

- Encourage the Council to define its strategic goals beyond quantitative targets of reaching the maximum number of students possible;
- Encourage the Council to build fewer but more targeted partnerships with selected professional associations, universities and specific undergraduate and graduate programs to ensure a steady flow of minority students for the Council's educational and professional programs;
- Suggest that the Council play more of a 'brokering' or 'clearing house' role in linking talented minority students and young professionals to educational and career opportunities at various organizations.

S7 – Final Remarks

The principal finding of this evaluation is that the activities supported under the two Robina grants are of excellent overall quality. Taken together, they benefit a large number of minority students and young professionals, and, to a lesser extent, mid-career professionals from minority groups. Based on relatively short-term outcomes, it is nonetheless reasonable to assume that many of these talented and determined young people will embark upon or continue on a path that will lead them to important and influential careers in foreign policy and international affairs. The impact of educational opportunities in these fields—whether for a few hours, a few days or a month or more of intense learning—cannot be overstated. Indeed, we are only likely to see their longer-term effects as the beneficiaries' further studies and careers unfold. Rather than focusing only on one type of activity, the intractability and stubborn nature of the larger problem—overcoming the legacy of racism, discrimination and socio-economic disadvantage to increase minority participation and career advancement—requires a multi-pronged approach. The Robina Foundation should be commended for its focus on diversity and encouraged to continue its generous financial support for activities that will enable minority students to acquire the knowledge, skills, exposure and professional contacts that will encourage them to bring 'diversity to diplomacy' and help them to advance in their careers. Through the current grants, Humanity in Action as well as the Council on Foreign Relations and its conference partners ICAP and GAP are playing important roles in this much-needed effort.

Appendix A – List of Meetings and Interviews

I – Meetings and Events

Diplomacy and Diversity Fellowship, Washington, D.C. – June 1-3, 2015

Dinner with HIA Senior Fellows, HIA Staff and 2015 D&D Fellows, Washington, D.C. – June 1, 2015

II – Interviews

Council on Foreign Relations

James Lindsay, Senior Vice President, Director of Studies and Maurice R. Greenberg Chair

Shira Schwartz, Deputy Director, Studies Administration

Jan Hughes, Vice President

Thomas Bowman, Associate Director, Washington, DC Office

Roma Kaundal, Deputy Director, Strategic Partnerships

Humanity in Action

Directors

Judith Goldstein, Founder and Executive Director

Anthony Chase, Program Director

Antje Scheidler, National Director (German) and International Director of European Programs

HIA Fellows

2014

Jasmine Elliot

2015

Anna Maria Guadarrama

Diplomacy and Diversity Fellows

2014

Fabiana Perera

2015

Noam Schimmel

Aasha Abdill

David Esarey

Analicia Carpio

Franklin Williams Fellows

2013

Farah Ricketts, International Economics Intern, Spring 2013 & 2013 Conference participant

2014

Elena Vann, Interdepartmental Intern, Summer

Tayonna Ngutter, Global Communications Intern, Fall & Conference participant, 2015

Udodilim Nnamdi, Director of Studies Office Intern, Summer

Ramiro Fuñez, Publications Intern, Spring

International Career Advancement Program (ICAP) and Global Access Pipeline (GAP)

Edward Thomas Rowe, Foundation of ICAP, Associate Professor, Josef Korbel School of International Studies, University of Denver

Charlotte Kea, President of the ICAP Alumni Association (ICAA)

Zarina Durrani, President of Meeting Common Goals & GAP Co-Chair

Lily Lopez-McGee, Manager for Diversity Network at Diversity Abroad & GAP Co-Chair

Career Fairs

Michael Anderson, Director, International Relations and Global Studies Program

APPENDIX B					
COST EFFECTIVENESS ANALYSIS - 2012-2014*					
	Annual Cost	Number of Students	Cost per Student		
HIA Summer Program					
Year 1 (2012-2013)	\$146,250.00	10	\$14,625.00		
Year 2 (2013-2014)	\$195,330.00	15	\$13,022.00		
Two-Day Workshop at CFR					
Year 1 (2012-2013)	\$40,939.00	30	\$1,364.63		
Year 2 (2013-2014)	\$43,009.00	42	\$1,024.02		
TOTAL COSTS FOR TWO YEARS OF HIA SUMMER PROGRAM + CFR WORKSHOP	\$425,528.00	72	\$5,910.11		
Diplomacy and Diversity					
Year 1 (2014)	\$191,702.00	24	\$7,987.58		
TOTAL COSTS FOR ONE YEAR	\$191,702.00	24	\$7,987.58		
Franklin Williams Interns					
Year I (2012-2013)	\$14,014.00	3	\$4,671.33		
Year II (2013-2014)	\$22,093.00	4	\$5,523.25		
TOTAL COSTS FOR TWO YEARS	\$36,107.00	7	\$5,158.14		
Conference on Diversity in International Affairs					
Year 1 (2012-2013)	\$0.00	300	\$0.00		
Year 2 (2013-2014)	\$118,176.00	315	\$375.16		
TOTAL COSTS FOR TWO YEARS	\$118,176.00	615	\$192.16		
CFR Participation in Career Fairs					
				Number of Fairs Attended	Cost/Fair
Year 1 (2012-2013)	\$6,232.00	600	\$10.39	6	\$1,038.67
Year 2 (2013-2014)	\$16,051.00	1800	\$8.92	18	\$891.72
TOTAL COSTS FOR TWO YEARS	\$22,283.00	2400	\$9.28	24	\$928.46
CFR Program Management					
				Number of Activities	Cost/Activity
Year 1 (2012-2013)	\$53,605.00	933		4	\$13,401.25
Year 2 (2013-2014)	\$40,950.00	2161	\$18.95	4	\$10,237.50
TOTAL CFR MANAGEMENT COSTS FOR TWO YEARS	\$94,555.00	3094	\$30.56	8	\$11,819.38
Indirect Costs					
				Number of Activities	Cost/Activity
Year 1 (2012-2013)	\$27,156.00	933		4	\$6,789.00
Year 2 (2013-2014)	\$13,647.00	2161		4	\$3,411.75
TOTAL CFR INDIRECT COSTS FOR TWO YEARS	\$40,803.00	3094	\$13.19	8	\$5,100.38
All figures based on Actual Expenses or Projected Actual Expenses - Not Approved Budgets					
Source: CFR Financial Statements for Expanded Diversity Initiative and for Expanded Diversity Initiative: Additional Activities					
Assumptions as follows:					
HIA Summer Participants - Additional minority participants for each year					
Two-day CFR Workshops - All American participants in HIA Summer Program for each year					
D&D costs include HIA program management and administration					
Additional Franklin Williams interns supported by Robina grants					
Conferences held in 2013 and 2014					
CFR Participation in Career Fairs in 2012-2013 & 2013-2014					
CFR Management and Indirect Costs are not applied to D&D Fellows or D&D Program					

HUMANITY IN ACTION

August 13, 2015 – New York

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

Dear Penny:

On behalf of the Humanity in Action, Inc., Board of Directors, I would like to thank the Robina Foundation for its generous support to Humanity in Action since 2012. The Robina Foundation's strategic grant-making has been transformative for our organization. By developing relationships with countless universities in every corner of the country, we have identified many of the most promising and compelling American students, particularly minority students, who aspire to leadership in international fields. We have trained them in the most complex contemporary issues and connected them to our powerful global network of diplomatic, political, social and cultural leaders. We have constructed intellectually rigorous, highly interdisciplinary and creative programs about the most pressing diplomatic and international concerns. And, through these programs, we have pioneered new approaches to the important goal of diversifying and enriching the American foreign policy community. For these major achievements, we owe great thanks to the Robina Foundation.

We write now to ask the Robina Foundation to extend its generous support to Humanity in Action for a fifth year in 2016. With the Foundation's support, we will continue our work to identify, inspire and connect young Americans from minority backgrounds who seek to advance in diplomatic and international sectors.

The Humanity in Action Fellowship

In 2012, the Robina Foundation provided the Council on Foreign Relations and Humanity in Action with a multi-year grant for the Humanity in Action Fellowship. The grant has had three core components. First, the grant has funded the participation of American students of minority backgrounds in the annual Humanity in Action Fellowship programs in Europe. The annual fellowship programs take place in Amsterdam, Berlin, Copenhagen, Paris and Warsaw. Secondly, the grant enabled Humanity in Action to engage in an extensive countrywide outreach initiative to identify and recruit minority students who aspire to careers in international affairs. Thirdly, the grant funded a joint Humanity in Action-CFR orientation program for American Fellows.

The Humanity in Action Fellowship programs have been immensely successful, especially over the past several years as we have further diversified and strengthened our applicant pool. In 2012, the first year, we selected 10 minority students. In 2013, 2014 and 2015, we selected 15 minority students. The Fellows remain strongly connected to one another and to Humanity in Action. Many have already participated in our ongoing opportunities for Senior Fellows, such as our annual international and New York conferences, study trips and professional fellowships in the U.S. Congress and the European Parliament.

The Diplomacy and Diversity Fellowship

In 2013, the Robina Foundation provided the Council on Foreign Relations and Humanity in Action with a three-year grant to develop the Diplomacy and Diversity Fellowship, a major new fellowship program for graduate students about foreign policy and international relations. Last year, we implemented the inaugural program. We spread news about the program in an extensive outreach initiative to excellent graduate programs across the country. Nearly 400 students applied. Our selection committee ultimately selected a diverse cohort of 24 Fellows.

HUMANITY IN ACTION

The inaugural program took place from May 17 to June 14, 2014, in Washington and Paris. We engaged over 100 expert speakers in the four-week program who discussed the most important diplomatic and international issues with the Fellows. After the program, the Fellows conducted research and wrote substantial research essays. We published *Transatlantic Perspectives on Diplomacy and Diversity*, a compilation of 10 essays, earlier this year. The other essays will be published this month on Humanity in Action's website.

The second year of the Diplomacy and Diversity Fellowship took place from May 29 to June 28, 2015, in Washington, Berlin and Paris. The program concluded at Humanity in Action's Sixth Annual International Conference in The Hague where the Fellows met other members of the Humanity in Action community. The cohort this year was equally as impressive. We selected 24 Fellows out of a pool of 421 applicants.

If the Foundation renews funding for a third year, we would plan to continue the Washington and Berlin portions of the program. However, as discussed with the Foundation previously, we would not plan to continue the Paris component in a third year for two reasons: first, escalating costs in Paris (see section below) and, second, the opportunity of exposing Fellows to a different, equally important and interesting, European political capital. We would intend to move the third leg of the program to Warsaw, another city in which Humanity in Action has an office. In Warsaw, the Fellows will be able to examine relations with Russia and the emergence of Poland as a powerful economic engine and political voice in the European Union. It strikes us as a timely opportunity to expand the program's focus to Eastern European affairs more broadly.

Budget Reductions and Grant Request for 2016

We now request continuing support for these programs for 2016 in the amounts of \$600,720 for the Diplomacy and Diversity (graduate) Fellowship and \$247,878 for the Humanity in Action (undergraduate) Fellowship programs and orientation in Washington, DC. Our total request is \$848,598.

We have made a serious reduction of \$45,828 in the budget for the 2016 Diplomacy and Diversity Fellowship. This sum amounts to a reduction of just over 7 percent of the original budget. This reduction is possible for two key reasons. First, as discussed above, we plan to replace the expensive Paris portion of the program with several days in Warsaw, a more cost-effective location.

Second, the departure of the Council on Foreign Relations from this initiative has presented an opportunity to reduce some programmatic expenses. CFR operates on a very high level and, consequently, we executed the program at higher standards in terms of hotels, transportation and meals in 2014 and 2015 than we see as being completely necessary. It is entirely appropriate to make some modest adjustments in these areas and we are confident the program will very much function as a high-level educational experience for Fellows. Thus, we have reduced most direct programmatic budget lines by 6 percent.

We would like to share some other notes explaining additional reductions in the budget. We reduced "Student participation in summer program and alumni activities" by \$17,861. This line item mainly served the purpose of dispersing stipends to Fellows and funding their research and engagement in alumni activities. Over the last two years, we have found the original sum to excessively generous and thus we are able to fulfill the objectives of the budget line through lower expenditures. In the past, we had expressed to CFR that we viewed the expense to be unnecessarily robust but we had continued under the direction of CFR in this particular area.

Finally, we reduced a line of Humanity in Action's administrative costs by 5 percent as well. This specific line covers salaries and contractor fees. We think that this is a reasonable reduction in administration and staffing even though Humanity in Action will bear the singular burden of program planning, administration and implementation without CFR's involvement and, in particular, without the program sessions organized and housed by CFR in Washington and financed through a separate budget from the Foundation to CFR. We retain the same figures from

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the previous budgets to continue outreach and planning as well as the areas of insurance, legal and rent. Our actual expenses have met the budgeted amounts for these areas of the budget in 2014 and 2015.

In regards to the Humanity in Action Fellowship programs for undergraduates and the orientation program in Washington, we will work to maintain the high quality of programming and administration at the same level of funding as this current year. Due to CFR's departure, we will plan to organize the entire orientation program without CFR's programmatic contributions or its separate budget.

The Fellows in these Robina Foundation-supported programs have made immense contributions to our international network through their exposure to some of the most significant figures in international affairs. Thereby they are diversifying and enriching the American foreign policy community. With the Foundation's support, we hope to continue this critical work on both programs in 2016. We are deeply grateful to the Foundation for its generous support and confidence in Humanity in Action.

With thanks,



Judith S. Goldstein, Ph.D.
Founder and Executive Director
Humanity in Action

Proposed Budget for Robina Foundation-Supported Humanity in Action, Inc. Programs for Undergraduate and Graduate Students in 2016

	2016		
	ORIGINAL	REVISED	AMOUNT CUT
DIPLOMACY AND DIVERSITY FELLOWSHIP			
<i>Humanity in Action's Summer Program for Graduates</i>			
a. Student participation in summer program and alumni activities	\$ 35,721	\$ 17,861	\$ 17,860.63
b. Travel for 17 American student participants to Washington, DC program (air, hotel, meals, transport)	\$ 60,017	\$ 56,416	\$ 3,601.02
c. Travel for 7 European student participants to Washington, DC program (air, hotel, meals, transport)	\$ 29,160	\$ 27,410	\$ 1,749.61
d. Travel for 17 American student participants to Paris program (air, hotel, meals, transport)	\$ 92,150	\$ 86,621	\$ 5,529.02
e. Travel for 7 European student participants to Paris program (air, hotel, meals, transport)	\$ 30,006	\$ 28,205	\$ 1,800.35
f. HIA staff travel to Washington, DC (air, hotel, meals, transport)	\$ 12,812	\$ 12,044	\$ 768.74
g. HIA staff travel to Paris program (air, hotel, meals, transport)	\$ 26,276	\$ 24,700	\$ 1,576.57
h. Catering, rental for Washington, DC, program	\$ 10,202	\$ 9,589	\$ 612.09
i. Catering, rental for Paris program	\$ 12,292	\$ 11,555	\$ 737.54
j. Miscellaneous cost (museum fees, additional taxis)	\$ 6,724	\$ 6,321	\$ 403.44
k. HIA program costs (supplies, print material, and books)	\$ 10,380	\$ 10,380	
Total	\$ 325,741	\$ 291,102	
	\$ -	\$ -	
<i>Outreach and Planning</i>			
l. Minority student outreach trips (10)	\$ 5,778	\$ 5,778	
m. HIA staff outreach and planning trips - domestic (air, hotel, meals, transport)	\$ 9,048	\$ 9,048	
n. HIA staff outreach and planning trips - international (air, hotel, meals, transport)	\$ 10,128	\$ 10,128	
o. Recruitment in Europe	\$ 52,531	\$ 52,531	
Total	\$ 77,486	\$ 77,486	
	\$ -	\$ -	
<i>Program Management and Administration: Salaries, Benefits, Stipends, Administration</i>			
p. HIA administrative costs (salaries, stipends)	\$ 186,486	\$ 175,297	\$ 11,189.16
q. HIA administrative costs (insurance, legal, rent)	\$ 56,836	\$ 56,836	
Total	\$ 243,322	\$ 232,132	
TOTAL	646,548	600,720	\$ 45,828

HUMANITY IN ACTION FELLOWSHIP		No change
<i>Humanity in Action's Summer Program for Undergraduates</i>		
a. Minority participation in summer program	\$ 127,345.00	
b. HIA programmatic and administrative costs	\$ 58,366.00	
c. HIA program assessment costs	\$ 5,306.00	
d. HIA recruitment travel	\$ 11,249.00	
Total	\$ 202,266.00	
<i>Orientation Program in Washington, DC</i>		
Travel for 30 student participants to DC (air, hotel, meals, transport)	\$ 42,875.00	
HIA staff expenses for DC workshop	\$ 1,687.00	
Miscellaneous cost (bus for DC group travel)	\$ 1,050.00	
	\$ 45,612.00	
TOTAL	\$ 247,878.00	

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; Limit of four (4) three year terms

Attendance: Attend quarterly Board Meetings, retreats, and special events

Responsibilities:

- Establish policy
- Hire and fire Robina Executive Director
- 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
- 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

ROBINA FOUNDATION

DIRECTORS AND OFFICERS

September 2, 2015

CURRENT OFFICERS and EXECUTIVE DIRECTOR

- Chair – Kathleen Blatz (Term: 9/1/13 – 8/31/16)
- Vice Chair – Steve Schroeder (Term: 9/1/12 – 8/31/15)
- Treasurer – Steve Lewis (Finish Blatz term: 9/1/12 – 8/31/15)
- Secretary – Susan Berresford (Term: 9/1/12 – 8/31/15)
- Executive Director – Penny Hunt

ELECTION OF OFFICERS – Action

- Vice Chair – Steve Schroeder (Term: 9/1/15 – 8/31/16)
- Treasurer – Steve Lewis (Term: 9/1/15 – 8/31/18)
- Secretary – Susan Berresford (Term: 9/1/15 – 8/31/18)

ELECTION OF DIRECTORS – Action

- Peter Karoff (Term: 9/1/15 – 8/31/18)

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)	9/1/14 – 8/31/17		
Kathleen Blatz Chair	9/1/11 – 8/31/14 (2)	9/1/14 – 8/31/17		
Peter Karoff	12/1/06 – 8/31/09	9/1/09 – 8/31/12	9/1/12 – 8/31/15	9/1/15 – 8/31/18
Steve Lewis Treasurer	10/1/13 – 8/31/16			
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
Marianne Short	10/1/13 – 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.

A resolution passed at the 2013 Annual Meeting limits board members to four (4) terms of three years each.

ROBINA FOUNDATION

Penny

To: Kathleen Blatz
From: Penny Hunt
Re: Executive Director Compensation
Date: August 2015

Following is information concerning my compensation as Executive Director of the Robina Foundation.

Compensation History

When I began work at Robina on December 1, 2009, my compensation was set at \$50,000 per year, with the understanding that I would keep track of my time until August 2010 when my compensation would be reconsidered.

From December 2009 through June 2010, I worked approximately 430 hours ("billable hours"), which averages out to about 14 2/3 hours per week.

Based on information from the Association of Small Foundations and consideration of the nature of my work, my compensation was increased to \$90,000 / year beginning 9/30/10. My compensation continued at \$90,000 in 2011. At the annual meeting in August 2012, my compensation was increased to \$97,500 effective January 1, 2013.

I received bonuses of \$7,500 in August 2011 and August 2012.

In 2013, my annual compensation was set at \$108,000, effective January 1, 2014. In 2014, my annual compensation was raised to \$115,000, effective January 1, 2015.

Work

Although I no longer keep exact track of the hours I work each week, I believe I average about 15 – 20 hours / week depending on the time of year. I am generally in the office all-day on Tuesdays and Thursdays, but I work electronically and attend meetings and conduct conference calls on other days. My ability to use technology enables virtually constant coverage of Robina work. I'm able to ramp my time up and down as needed by the Foundation.

Comparable Compensation

I am sending you information from the Association of Small Foundations Salary and Benefits Report that provides relevant information on full-time salaries (30+hours/week) and hourly rates of Foundation CEO/Top Administrators. Although I recognize the uniqueness of my situation at Robina, the ASF report provides information on compensation levels, salary increases and bonuses that may be helpful to the Robina Board as you consider my compensation.



2015

Salary and Benefits Report

For foundations with few or no staff

exponent
philanthropy

*Thank you to U.S. Trust, our exclusive partner
for this year's survey and report.*

Annual Base Salary or Hourly Rate

Full-Time Staff Annual Base Salary: An Overview

Median base salary for full-time CEO/top administrators is \$121,250. Median base salary for full-time professional/grantmaking staff is \$89,548 and for full-time administrative/support staff is \$55,000.

TABLE 5 Full-Time Staff Annual Base Salary, by Asset Size

Staff Role	Asset Size						
	Overall	< \$5M	\$5–\$9.9M	\$10–\$24.9M	\$25–\$49.9M	\$50–\$99.9M	\$100+M
Full time = 30+ hours/week							
CEO/TOP ADMINISTRATOR							
Average	\$132,187	\$88,934	\$80,580	\$108,455	\$131,929	\$149,527	\$191,213
Median	\$121,250	\$80,000	\$83,224	\$105,500	\$125,000	\$148,000	\$175,000
25th percentile	\$93,000	\$66,000	\$68,000	\$82,200	\$105,000	\$116,260	\$130,000
75th percentile	\$155,973	\$131,194	\$90,000	\$121,125	\$150,000	\$172,650	\$234,531
90th percentile	\$205,000	\$149,738	\$122,006	\$149,500	\$181,200	\$198,000	\$284,500
(n)	(229)	(10)	(22)	(60)	(55)	(44)	(38)
PROFESSIONAL/ GRANTMAKING STAFF							
Average	\$99,339	*	*	\$76,853	\$95,589	\$92,740	\$118,640
Median	\$89,548	*	*	\$79,456	\$88,514	\$87,000	\$110,000
25th percentile	\$75,000	*	*	\$53,891	\$72,000	\$78,000	\$80,000
75th percentile	\$111,000	*	*	\$92,702	\$117,679	\$96,000	\$138,000
90th percentile	\$145,200	*	*	\$104,200	\$135,200	\$129,000	\$170,200
(n)	(105)	*	*	(14)	(23)	(26)	(37)
ADMINISTRATIVE/ SUPPORT STAFF							
Average	\$60,134	*	*	\$48,953	\$58,534	\$60,322	\$68,669
Median	\$55,000	*	*	\$44,774	\$55,000	\$58,956	\$60,174
25th percentile	\$45,000	*	*	\$40,800	\$42,000	\$46,150	\$54,352
75th percentile	\$70,000	*	*	\$55,000	\$65,000	\$70,268	\$80,000
90th percentile	\$90,000	*	*	\$76,000	\$100,042	\$89,500	\$95,667
(n)	(94)	*	*	(18)	(14)	(24)	(34)

*Insufficient data (five or fewer cases) to report. For descriptions of staff roles, see page 2.

Full-Time CEO/ Top Administrator Base Salary, by U.S. Census Region

Median base salaries for full-time CEO/top administrators are highest in the Northeast, followed by the South. Overall median base salary is \$121,250.

FIGURE 4 U.S. Census Regions

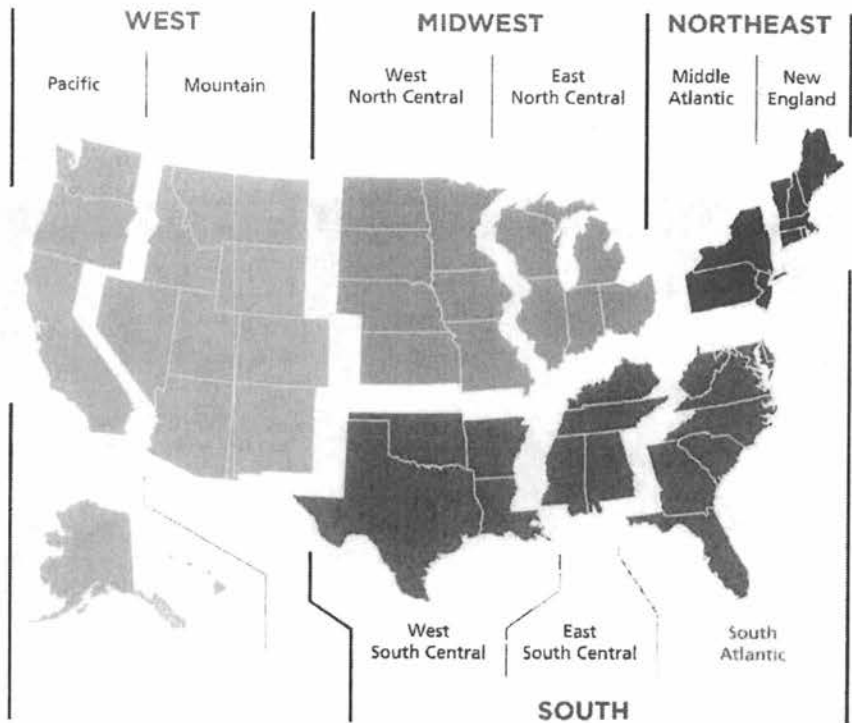


TABLE 7 Full-Time CEO/Top Administrator Base Salary, by U.S. Census Region

Region	Average	Median	25th Percentile	75th Percentile	90th Percentile	(n)
Full time = 30+ hours/week						
Overall	\$132,187	\$121,250	\$93,000	\$155,973	\$205,000	(229)
Northeast	\$152,860	\$139,000	\$114,000	\$190,000	\$233,340	(57)
New England	\$149,900	\$142,500	\$114,625	\$180,000	\$239,600	(22)
Middle Atlantic	\$154,721	\$139,000	\$112,000	\$203,700	\$234,681	(35)
Midwest	\$123,383	\$122,044	\$88,400	\$150,000	\$171,150	(54)
East North Central	\$132,545	\$130,000	\$109,000	\$150,422	\$179,030	(40)
West North Central	\$97,205	\$91,200	\$72,009	\$122,087	\$158,959	(14)
South	\$134,413	\$115,000	\$90,000	\$162,000	\$205,791	(61)
South Atlantic	\$142,406	\$130,000	\$106,000	\$162,000	\$197,500	(29)
East South Central	*	*	*	*	*	*
West South Central	\$125,382	\$112,254	\$82,000	\$154,050	\$236,625	(27)
West	\$117,471	\$110,000	\$80,400	\$134,000	\$174,800	(57)
Mountain	\$103,383	\$110,000	\$73,500	\$124,601	\$168,400	(17)
Pacific	\$123,459	\$107,000	\$84,724	\$139,832	\$205,500	(40)

*Insufficient data (five or fewer cases) to report. For descriptions of staff roles, see page 2.

Full-Time CEO/Top Administrator Base Salary, by Relation to the Donor Family, Board Service, and Asset Size

Full-time CEO/top administrators not related to the donor family typically have higher base salaries than those related to the donor family. Of the CEO/top administrators surveyed, 26% report being related to the donor family; 48% are on the board, and 18% are both related to the donor family and on the board.

TABLE 10 Full-Time CEO/Top Administrator Base Salary, by Relation to the Donor Family, Board Service, and Asset Size

Relation	Asset Size						
Full time = 30+ hours/week	Overall	< \$5M	\$5–\$9.9M	\$10–\$24.9M	\$25–\$49.9M	\$50–\$99.9M	\$100+M
RELATIVE OF THE DONOR FAMILY							
Average	\$111,929	*	\$71,125	\$106,560	\$102,718	*	*
Median	\$101,500	*	\$55,000	\$99,800	\$111,321	*	*
25th percentile	\$75,000	*	\$49,000	\$88,032	\$73,750	*	*
75th percentile	\$130,500	*	\$96,500	\$115,000	\$128,300	*	*
90th percentile	\$179,000	*	\$135,000	\$146,000	\$135,000	*	*
(n)	(44)	*	(8)	(17)	(8)	*	*
NOT A RELATIVE OF THE DONOR FAMILY							
Average	\$134,596	*	\$88,527	\$103,082	\$135,254	\$147,012	\$184,120
Median	\$117,260	*	\$84,724	\$99,138	\$125,000	\$144,000	\$166,250
25th percentile	\$94,000	*	\$72,000	\$77,000	\$104,391	\$112,254	\$120,301
75th percentile	\$165,000	*	\$95,400	\$115,000	\$162,000	\$175,000	\$233,266
90th percentile	\$193,526	*	\$126,000	\$133,100	\$171,529	\$235,400	\$301,600
(n)	(126)	*	(10)	(30)	(33)	(27)	(24)
BOARD MEMBER							
Average	\$131,550	\$90,366	\$75,520	\$110,303	\$148,347	\$146,591	\$201,516
Median	\$122,087	\$82,500	\$75,000	\$105,000	\$137,663	\$134,459	\$176,875
25th percentile	\$88,400	\$66,000	\$50,000	\$84,000	\$122,642	\$120,000	\$130,000
75th percentile	\$150,000	\$131,194	\$90,000	\$116,600	\$170,000	\$156,000	\$256,000
90th percentile	\$207,864	\$150,000	\$115,800	\$204,569	\$225,218	\$197,900	\$337,500
(n)	(109)	(6)	(15)	(29)	(27)	(18)	(14)
NOT A BOARD MEMBER							
Average	\$132,059	*	\$92,495	\$106,683	\$116,098	\$150,623	\$182,603
Median	\$121,125	*	\$84,724	\$105,500	\$115,500	\$153,000	\$162,500
25th percentile	\$98,442	*	\$73,500	\$79,949	\$93,500	\$115,000	\$125,000
75th percentile	\$156,487	*	\$115,020	\$121,250	\$134,785	\$175,000	\$220,000
90th percentile	\$201,110	*	\$125,000	\$149,500	\$169,364	\$215,600	\$317,481
(n)	(116)	*	(6)	(30)	(28)	(25)	(23)
RELATIVE OF THE DONOR FAMILY AND A BOARD MEMBER							
Average	\$111,002	*	\$71,125	\$99,051	\$108,820	*	*
Median	\$101,500	*	\$55,000	\$93,204	\$122,642	*	*
25th percentile	\$75,000	*	\$49,000	\$84,000	\$75,000	*	*
75th percentile	\$130,000	*	\$96,500	\$114,625	\$130,000	*	*
90th percentile	\$164,700	*	\$135,000	\$133,324	\$135,000	*	*
(n)	(40)	*	(8)	(14)	(7)	*	*

*Insufficient data (five or fewer cases) to report. For descriptions of staff roles, see page 2.

Full-Time CEO/Top Administrator Base Salary, by Relevant Experience

Typical full-time CEO/top administrators have 24 years of relevant experience. Of the CEO/top administrators surveyed, 19% report fewer than 15 years of relevant experience, 50% report 15 to 19 years of relevant experience, and 31% report 30 or more years of relevant experience.

TABLE 11 Full-Time CEO/Top Administrator Base Salary, by Years of Relevant Experience and Asset Size

Relevant Experience		Asset Size					
Full time = 30+ hours/week	Overall	< \$5M	\$5–\$9.9M	\$10–\$24.9M	\$25–\$49.9M	\$50–\$99.9M	\$100+M
0–14 YEARS							
Average	\$106,464	*	\$76,029	\$84,110	\$126,125	\$131,514	*
Median	\$93,000	*	\$78,974	\$84,000	\$132,500	\$120,000	*
25th percentile	\$73,500	*	\$64,000	\$61,000	\$84,000	\$109,600	*
75th percentile	\$125,000	*	\$86,700	\$106,000	\$159,500	\$168,000	*
90th percentile	\$172,200	*	\$114,500	\$117,500	\$183,000	\$175,000	*
(n)	(43)	*	(12)	(9)	(8)	(7)	*
15–29 YEARS							
Average	\$133,289	*	\$102,570	\$108,460	\$126,664	\$139,916	\$186,411
Median	\$125,000	*	\$99,200	\$106,000	\$123,821	\$137,917	\$176,875
25th percentile	\$99,800	*	\$85,000	\$85,000	\$106,110	\$115,000	\$133,984
75th percentile	\$155,973	*	\$115,020	\$121,250	\$148,320	\$166,400	\$221,765
90th percentile	\$202,220	*	\$135,000	\$156,000	\$167,953	\$188,200	\$270,970
(n)	(113)	*	(6)	(27)	(30)	(21)	(24)
30+ YEARS							
Average	\$142,768	*	*	\$117,577	\$143,952	\$170,023	\$210,504
Median	\$133,200	*	*	\$114,238	\$135,569	\$151,500	\$180,000
25th percentile	\$104,000	*	*	\$91,500	\$117,000	\$132,850	\$160,000
75th percentile	\$170,000	*	*	\$132,850	\$170,000	\$183,325	\$245,000
90th percentile	\$227,176	*	*	\$204,785	\$225,218	\$278,600	\$400,000
(n)	(71)	*	*	(24)	(17)	(16)	(7)

*Insufficient data (five or fewer cases) to report. For descriptions of staff roles, see page 2.

Full-Time CEO/Top Administrator Base Salary, by Number of Grants Awarded

Among full-time CEO/top administrators, more grants awarded correlates with a higher salary. Depending on the complexity of the individual grants and strategies involved, though, a foundation awarding fewer grants may have a similar workload to a foundation awarding more grants.

TABLE 12 Full-Time CEO/Top Administrator Base Salary, by Number of Grants Awarded

Staff Role		Number of Grants Awarded					
Full time = 30+ hours/week	Overall	< 10	10–24	25–49	50–99	100–199	200+
CEO/TOP ADMINISTRATOR							
Average	\$132,187	\$107,975	\$108,854	\$125,562	\$135,835	\$146,179	\$176,799
Median	\$121,250	\$92,700	\$112,000	\$117,050	\$128,300	\$131,000	\$160,500
25th percentile	\$93,000	\$77,500	\$75,000	\$99,275	\$104,391	\$99,999	\$108,000
75th percentile	\$155,973	\$129,100	\$135,000	\$150,843	\$164,000	\$169,000	\$208,000
90th percentile	\$205,000	\$195,000	\$170,643	\$188,359	\$204,308	\$232,000	\$375,700
(n)	(229)	(76)	(35)	(46)	(82)	(39)	(10)

Salary Increases and Benefits

Base Salary Increases

Of the respondents, 63% gave base salary increases in 2014 to full-time CEO/top administrators, 84% to full-time professional/grantmaking staff, and 78% to full-time administrative/support staff. Staff typically received a median base salary increase of 3.4% to 5%.

TABLE 15 Base Salary Increases Received in 2014

Staff Role	Percentage Receiving Increase	Percentage of Increase Received Among Those Receiving an Increase		
		Average	Median	(n)
CEO/top administrator	63%	5.2%	3.4%	(143)
Professional/grantmaking staff	84%	6.0%	5.0%	(83)
Administrative/support staff	78%	6.0%	4.0%	(78)

For descriptions of staff roles, see page 2.

About two-thirds of respondents plan to give base salary increases—typically 4.0%—to their full-time staff in 2015.

TABLE 16 Base Salary Increases Planned for 2015

Staff Role	Percentage Within Staff Role to Receive Planned Increase	Percentage of Increase Planned Among Those Planning an Increase		
		Average	Median	(n)
CEO/top administrator	66%	5.0%	4.0%	(130)
Professional/grantmaking staff	69%	5.0%	4.0%	(71)
Administrative/support staff	68%	5.0%	4.0%	(73)

For descriptions of staff roles, see page 2.

Bonuses

About one-quarter of respondents (24%) gave bonuses to full-time CEO/top administrators in 2014. On average, CEO/top administrators received \$9,095, or 7.8% of their salaries, as bonuses; the median bonus was \$7,250, or 5.8%.

TABLE 17 Bonuses

Staff Role	Percentage Receiving Bonus	Dollar Value and Percentage of Base Salary of Bonus Received		
		Average	Median	(n)
CEO/top administrator	24%	\$9,095 (7.8%)	\$7,250 (5.8%)	(54) (54)
Professional/grantmaking staff	33%	\$4,829 (5.0%)	\$3,800 (4.6%)	(30) (30)
Administrative/support staff	49%	\$3,623 (6.0%)	\$2,750 (4.9%)	(42) (38)

For descriptions of staff roles, see page 2.

Calendar for year 2016 (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 2: 9: 16: 23: 31:	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 29 8: 15: 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: 15: 23: 31:
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: 14: 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: 13: 21: 29:	June Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 4: 12: 20: 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 4: 11: 19: 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 2: 10: 18: 24:	September Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 1: 9: 16: 23: 30:
October Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 9: 16: 22: 30:	November Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 7: 14: 21: 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 7: 13: 20: 29:

Holidays and Observances:

Jan 1 New Year's Day	May 30 Memorial Day	Nov 11 Veterans Day
Jan 18 Martin Luther King Day	Jun 19 Fathers' Day	Nov 24 Thanksgiving Day
Feb 14 Valentine's Day	Jul 4 Independence Day	Dec 24 Christmas Eve
Feb 15 Presidents' Day	Sep 5 Labor Day	Dec 25 Christmas Day
Mar 27 Easter Sunday	Oct 10 Columbus Day (Most regions)	Dec 26 'Christmas Day' observed
Apr 13 Thomas Jefferson's Birthday	Oct 31 Halloween	Dec 31 New Year's Eve
May 8 Mothers' Day	Nov 8 Election Day	

Calendar generated on www.timeanddate.com/calendar

Robina Foundation 2016 Board Meeting Dates

DATE (2016)	PLACE/TIME
February 22-24, 2016 (Mon, Tues, Wed) Location to be Determined	Location to be Determined Monday, February 22 - 6:00 p.m. Dinner Tuesday, February 23 – 8:00 a.m. to 5:00 p.m. Tuesday, February 23 – 6:00 p.m. Dinner Wednesday, February 24 – 8:00 a.m. to 12 noon
May 17, 2016 (Tuesday) Conference Call	10:00 a.m. to 12 noon (CDT)
August 29-31, 2016 (Mon, Tues, Wed) Annual Meeting Minneapolis, Minnesota	Minneapolis, MN Monday, August 29 – 6:00 p.m. Dinner Tuesday, August 30 – 8:00 a.m. to 5:00 p.m. Tuesday, August 30 – 6:00 p.m. Dinner Wednesday, August 31 – 8:00 a.m. to 12 noon
November 17, 2016 (Thursday) Conference Call	10:00 a.m. to 12 noon (CST)

Environmental Scan by UCSF
Re *LifeCourse* (August 2015)

Calendar for year 2017 (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 5:● 12:○ 19:● 27:●	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 3:● 10:○ 18:● 26:●	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 5:● 12:○ 20:● 27:●
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 3:● 11:○ 19:● 26:●	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 2:● 10:○ 18:● 25:●	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 1:● 9:○ 17:● 23:● 30:●
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 9:○ 16:● 23:● 30:●	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 7:○ 14:● 21:● 29:●	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 6:○ 13:● 20:● 27:●
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 5:○ 12:● 19:● 27:●	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 4:○ 10:● 18:● 26:●	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 3:○ 10:● 18:● 26:●

Holidays and Observances:

Jan 1 New Year's Day	May 14 Mother's Day	Nov 10 'Veterans Day' observed
Jan 2 'New Year's Day' observed	May 29 Memorial Day	Nov 11 Veterans Day
Jan 16 Martin Luther King Day	Jun 18 Father's Day	Nov 23 Thanksgiving Day
Feb 14 Valentine's Day	Jul 4 Independence Day	Dec 24 Christmas Eve
Feb 20 Presidents' Day	Sep 4 Labor Day	Dec 25 Christmas Day
Apr 13 Thomas Jefferson's Birthday	Oct 9 Columbus Day (Most regions)	Dec 31 New Year's Eve
Apr 16 Easter Sunday	Oct 31 Halloween	

Calendar generated on www.timeanddate.com/calendar

Robina Foundation 2017 Board Meeting Dates

DATE (2017)	PLACE/TIME
February 27 – March 1, 2017 (Mon, Tues, Wed) Location to be Determined	Location to be Determined Monday, February 27 - 6:00 p.m. Dinner Tuesday, February 28 – 8:00 a.m. to 5:00 p.m. Tuesday, February 28 – 6:00 p.m. Dinner Wednesday, March 1 – 8:00 a.m. to 12 noon
May 16, 2017 (Tuesday) Conference Call	10:00 a.m. to 12 noon (CDT)
August 28-30, 2017 (Mon, Tues, Wed) Annual Meeting Minneapolis, Minnesota	Minneapolis, MN Monday, August 28 – 6:00 p.m. Dinner Tuesday, August 29 – 8:00 a.m. to 5:00 p.m. Tuesday, August 29 – 6:00 p.m. Dinner Wednesday, August 30 – 8:00 a.m. to 12 noon
November 14, 2017 (Tuesday) Conference Call	10:00 a.m. to 12 noon (CST)

Nancy Gilberg

From: De Biase, Phillip <Phillip.DeBiase@ucsf.edu>
Sent: Tuesday, June 30, 2015 6:30 PM
To: Penny Hunt
Cc: Nancy Gilberg; Ritchie, Christine; Flatt, Jason
Subject: RE: Contract Services - Dr. Christine Ritchie [CA-0078185]
Attachments: Ritchie_Robina Foundation-signed.pdf

Dear Penny,

Attached and approved on behalf of the Regents of the University of California is the fully executed agreement. Please let me know if you require any further documentation, and thank you for your support of Dr. Ritchie's research.

Regards,
Phillip
Phillip De Biase
Contracts and Grants Officer
Research Services Coordinator
Phone (415) 745-2994
Email phillip.debiase@ucsf.edu

Out of Office:

July 1st – July 7th

July 23rd – July 27th

[Please click here to provide your feedback.](#)

From: Penny Hunt [mailto:pennhunt@gmail.com]
Sent: Monday, June 29, 2015 9:50 AM
To: De Biase, Phillip
Cc: Nancy Gilberg; Ritchie, Christine; Flatt, Jason
Subject: Re: Contract Services - Dr. Christine Ritchie [CA-0078185]

Thanks very much, Phillip. We'll look for the copy in the near future.

Regards,
Penny Hunt

On Jun 29, 2015, at 10:59 AM, De Biase, Phillip <Phillip.DeBiase@ucsf.edu> wrote:

Thank you Penny.

As soon as it is signed, I will return a copy to you. In the meantime if you need more information from me, please email or call.

Regards,
Phillip
Phillip De Biase
Contracts and Grants Officer

ROBINA FOUNDATION

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

June 10, 2015

Dear Christine Ritchie, MD, MSPH

During the past several weeks you and I have discussed the Robina Foundation's interest in a proposal from Tideswell at UCSF, with in the School of Medicine's Department of Medicine, Division of Geriatrics, to conduct a program evaluation: *Environmental Scan of Late Life Care Initiatives*, with a focus on key initiatives similar to *LifeCourse: Late Life Supportive Care (LLSC)*. We are pleased that you have agreed to conduct the program evaluation in the proposal attached to this letter dated June 10, 2015.

As detailed in the proposal, your program evaluation will occur between June 29, 2015, and August 15, 2015, culminating in the submission of your report on August 15, 2015. As compensation for this program evaluation, the Foundation will pay you a flat fee of \$5,500.00. In addition, the Foundation will reimburse you for your expenses in connection with this work, as outlined in the proposal.

This letter and the attached proposal represent our agreement concerning the program evaluation you will perform. Please sign and date this letter below to attest your agreement.

Sincerely,

Penny Hunt

Penny Hunt
Executive Director

The undersigned Christine Ritchie, MD, MSPH, of Tideswell at UCSF, Division of Geriatrics, hereby agrees to perform the work described in this letter and the attached memorandum.



_____ Dated: 6/29/15

Christine S Ritchie, MD, MSPH
Professor of Medicine
Director, Tideswell at UCSF

The Terms and Conditions of this agreement are accepted by the Regents the University of California.



Digitally signed by Regnier A. Jurado
DN: cn=Regnier A. Jurado, o=University of California,
San Francisco, ou=OSR Research Management
Services, email=regnier.jurado@ucsf.edu, c=US
Date: 2015.06.30 14:56:52 -0700

_____ Dated: _____

Regnier Jurado
Associate Director
Research Management Service

TideswellTM
at UCSF

UCSF

Division of
Geriatrics

Department of Medicine

Proposal to Conduct a Program Evaluation for the Robina
Foundation:
An Environmental Scan of LifeCourse

Submitted by:

Project Director: Christine Ritchie, MD, MSPH

Project Evaluator: Jason Flatt, PhD, MPH

Tideswell at UCSF, Division of Geriatrics, Department of Medicine

Date: June 10, 2015

Program Evaluation - Environmental Scan of LifeCourse: Late Life Supportive Care (LLSC)

Purpose: To examine how LifeCourse is different or similar to other initiatives and how it fits into the current landscape of initiatives seeking to transform late life care.

Tideswell at UCSF, with in the School of Medicine's Department of Medicine, Division of Geriatrics, will conduct a program evaluation involving an environmental scan of the current landscape of initiatives that are similar and different to LifeCourse: LLSC. LifeCourse, an initiative of Allina Health, is a person-centered approach to late-in-life care aimed at improving palliative care for patients, their families, and caregivers. The program is unique in that lay healthcare providers, care guides, work with patients and families to design a person-centered approach to caring for individuals with complex medical and nonmedical needs.

Working with the Robina Foundation, Tideswell at UCSF, Division of Geriatrics, will conduct a program evaluation involving an environmental scan of the current landscape of initiatives similar and different to LifeCourse. Tideswell at UCSF will utilize a range of strategies to identify initiatives and knowledge in this area, including: interviews with key stakeholders and identification of key initiatives, a comprehensive literature review, a brief survey with identified transformational initiatives, and a final report summarizing key findings and implications for program planning and future program efforts.

Scope of work:

1) Review of LifeCourse documents and interviews with key stakeholders

- Review LifeCourse grant materials and other related documents
- Interview Diane Meier, Joanne Lynn, and other identified group of leaders (i.e., relevant stakeholders of C-TAC or others)
- Identify list of key initiatives

2) A comprehensive literature review

- Identification of initiatives reported in scientific and credible online/print news sources
- Review of key initiatives, including program elements and results
- Search terms will include: person-centered palliative care models, best practices, key competencies, lay healthcare providers, advance care planning, social support, and quality of life

3) Survey of Transformational Initiatives

- Email survey to list of directors/heads of transformational initiatives

4) Written Report

- Summarize key findings (executive summary)
- Identify key elements of initiatives and compare and contrast to LifeCourse
- Highlight implications for program planning, trends or changes in current landscape, and future directions

Timeline: June 29 – August 15

Activity	Wk1	Wk 2	Wk3	Wk4	Wk5	Wk6	Wk7
Review of LifeCourse and Interviews	x	x	x				
Comprehensive literature review	x	x	x	x			
Survey of transformational initiatives			x	x			
Analysis of survey and interview data					x		
Written Report: Summary of findings						x	
Written Report: Implications						x	x
Written Report: Finalize (Due 8/15)							x

Christine Ritchie (14.25 hrs) \$2,415.00

Jason Flatt (60 hrs): \$3,085.00

Total Direct Cost: \$5,500.00

Total Indirect Cost (15%): \$825.00

Total Cost: \$6,325.00

ROBINA FOUNDATION

pd \$6,325
8.20.15

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Sincerely,

Penny Hunt
Penny Hunt
Executive Director

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Dated: 6/29/15

Christine S Ritchie, MD, MSPH
Professor of Medicine
Director, Tideswell at UCSF

The Terms and Conditions of this agreement are accepted by the Regents the University of California.



Digitally signed by Regnier A. Jurado
DN: cn=Regnier A. Jurado, o=University of California,
San Francisco, ou=CS&Research Management,
Service, email=regnier.jurado@ucsf.edu, c=US
Date: 2015.06.30 14:56:52 -07'00'

Dated: _____

Regnier Jurado
Associate Director
Research Management Service

TideswellTM
at UCSF

UCSF

Division of
Geriatrics
Department of Medicine

Proposal to Conduct a Program Evaluation for the Robina
Foundation:
An Environmental Scan of LifeCourse

Submitted by:

Project Director: Christine Ritchie, MD, MSPH

Project Evaluator: Jason Flatt, PhD, MPH

Tideswell at UCSF, Division of Geriatrics, Department of Medicine

Date: June 10, 2015

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Analysis of survey and interview data					x		
Written Report: Summary of findings						x	
Written Report: Implications						x	x
Written Report: Finalize (Due 8/15)							x

Christine Ritchie (14.25 hrs) \$2,415.00

Jason Flatt (60 hrs): \$3,085.00

Total Direct Cost: \$5,500.00

Total Indirect Cost (15%): \$825.00

Total Cost: \$6,325.00

Program Evaluation for The Robina Foundation: An
Environmental Scan of LifeCourseTM

Date: August 15, 2015

Prepared by:

Christine Ritchie, MD, MSPH
Project Director

Jason Flatt, PhD, MPH
Project Evaluator

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EXECUTIVE SUMMARY

To examine how LifeCourse: Late Life Supportive Care (LLSC) is different or similar to other supportive care initiatives and how it fits into the current landscape of initiatives seeking to transform late life care, Tideswell at UCSF, within the Division of Geriatrics, conducted an environmental scan of the current landscape of initiatives. We defined supportive care programs as programs that provide person-centered care and are informed by the philosophy of palliative care.

LifeCourse, an initiative of Allina Health, is a person-centered approach to late life care aimed at improving supportive care for patients, their families, and caregivers. The program is unique in that trained lay health workers, Care Guides, work with patients and families to design a person-centered approach to address complex medical and nonmedical needs. Preliminary findings of LifeCourse suggest modest impact on quality of life, increased use of hospice services, increased completion of advance directives, and reduction in healthcare utilization.

Tideswell at UCSF utilized two primary strategies to conduct an environmental scan of exemplary supportive care programs and knowledge in this area, including: email and phone interviews with key stakeholders and a comprehensive scan of the literature.

Our evaluation revealed that the LifeCourse program shares several common key elements with other current initiatives in the field. These common elements included the use of comprehensive assessments, focusing on a target population, and developing care plans with patient-centered goals. The majority of the programs utilized home visits to some degree, and had an interdisciplinary team to both provide care and address domains of distress (physical, emotional, social/financial, and spiritual). A unique feature of LifeCourse was the use of Care Guides. No other programs appeared to utilize trained lay health care workers to provide regular and structured care visits aimed at whole-person care. Based on the available information, there were also several key elements not identified in the LifeCourse program, including the use of novel telehealth technologies (i.e., videocare), regular involvement of volunteers, attention to housing issues, and efforts focused on continuous quality improvement.

In the future, LifeCourse and similar programs may benefit from increased attention to quality improvement efforts that identify and address unmet needs, and delineation of program characteristics most relevant for success and replication. Utilizing an evaluation framework, such as RE-AIM (Reach Effectiveness Adoption Implementation Maintenance) or another similar framework could foster increased knowledge of the program elements necessary to promote dissemination, long-term impact and sustainability.

INTRODUCTION AND OVERVIEW OF LIFECOURSE

There is a growing interest in identifying ways to improve the quality of supportive care for patients with life-limiting illnesses and their families. This report is in response to The Robina Foundation's interest in better understanding the current status of supportive late life care model programs as they relate to and differ from LifeCourse: Late Life Supportive Care (LLSC). For the purpose of this report, we define supportive care as person-centered care for persons with advanced illnesses that is informed by the philosophy of palliative care.

The evaluation was conducted by Tideswell at UCSF in the Division of Geriatrics, at the University of California San Francisco. Tideswell at UCSF focuses on improving the quality of care for older adults with chronic conditions and functional limitations living in our communities through evaluation, leadership development and training.

LifeCourse: Late Life Supportive Care (LLSC)

The overall goal of LifeCourse has been to develop and test a model of late life supportive care for patients, their families and caregivers. This multiyear study (2012 to current) aims to create a care model that supplements hospice and palliative care initiatives by providing comprehensive and holistic care. LifeCourse aims to accomplish the following goals:

1. Address patients' and families' wishes and goals by reflecting the needs of the whole person;
2. Improve the overall quality of life for patients and their families;
3. Improve the care experience of individuals and their families;
4. Improve the utilization of palliative care and hospice, with a focus on avoiding undesired hospital admissions;
5. Lower total healthcare costs; and
6. Improve the job satisfaction of the LifeCourse team members.

One of the unique and key aspects of the LifeCourse model is its focus on the use of trained lay health workers or "Care Guides." Care Guides meet with patients and their families monthly to deliver whole-person care through the use of structured interviews, assessments and activities, including individualized goals and care planning, decision-making, and advance care planning. Care Guides receive specialized training to aid them in guiding patients and families to better understand their needs and strengths in ways that create a supportive care environment and leverage healthcare and community resources.

LifeCourse utilizes, in their words, "an expanded set of palliative care domains to explore whole personhood, guiding principles to support ongoing relationship and engagement, and five key activities that provide structure to the daily work – whole person, storytelling, individualized planning, normalizing and collaborating." The LifeCourse model is comprised of the following three concepts:

1. "The Guiding Principles" aimed at ensuring that both patients and their families are respected and involved partners in the care plan;
2. A focus on the whole person in order to address their medical and nonmedical needs; and
3. Structured care guide's visits using best practice protocols and key activities (whole person, storytelling, individualized planning, normalizing and collaborating).

ENVIRONMENTAL SCAN METHODOLOGY

Tideswell at UCSF conducted an environmental scan of supportive care initiatives similar and different to Allina's LifeCourse Program. The environmental scan focused on the current status of community-based palliative and supportive care programs. The methodology used for the environmental scan included in-depth interviews with several key stakeholders, a literature review of current (within the past 10 years) supportive care initiatives (including websites, published documents, and online resources), and a brief email survey to several leaders of some of the identified programs and initiatives.

Key Informant Interviews

Penny Hunt from the Robina Foundation assisted in identifying the initial key informants in the field of palliative care with broad knowledge of notable supportive care programs. The snowball sampling approach involved asking the initially identified informants to identify additional key initiatives that were considered exemplary programs and/or contacts that were highly knowledgeable of the field. We conducted semi-structured interviews with a subset of these informants; the interviews were focused on identifying program elements deemed responsible for the success of innovative programs providing supportive care.

Identifying Exemplary Supportive Care Programs

After identifying the major elements and program components of the Allina's LifeCourse Program from past annual reports and publications, we utilized two sources of information to identify other exemplary supportive care programs being implemented nationally: (1) Peer-reviewed literature, and (2) the Gray Literature (academic materials not formally published).

For the peer-reviewed literature search, we conducted a search of keywords, including the terms: palliative care, end-of-life care, community, patient-centered, advanced illness, and home-based care, as well as the previously identified program or the program director's name. Using these keywords, the team searched for related, peer-reviewed articles. PubMed and Google Scholar were used to identify both descriptive qualitative and quantitative studies. With respect to the gray literature, we scanned websites, news articles, reports, conference proceedings and other online sources for details on the initiatives' program components. This included reviewing materials from the Coalition to Transform Advance Care (C-TAC), the California Healthcare Foundation, and the Center to Advance Palliative Care's (CAPC).

FINDINGS

We emailed surveys to 8 leaders in palliative and supportive care, some of whom also were leads of exemplar programs: Robert Arnold, MD, The UPMC Palliative and Supportive Institute, University of Pittsburgh School of Medicine; David Casarett, MD, Penn Medicine's CLAIM: Comprehensive Longitudinal Advanced Illness Management; Deb Gleason, Optio Health Services; Michael Jasperson, At Home Support, Hospice of Michigan; Joan Karnas, United Healthcare Advanced Illness Care Management Program; Dana Lustbader, MD, ProHEALTH Care Support; Donna Stevens, OACIS Services at Lehigh Valley Hospital; and Jeanne Twohig, Promoting Excellence in End of Life care and on the Duke Institute. We then interviewed a subset of 5 informants by phone (including LifeCourse External Advisory Board members Joanne Lynn, MD, Altarum's Center for Elder Care and Advanced Illness; and Diane Meier, MD, the Center to Advance Palliative Care) in order to obtain further details about the exemplary initiatives' services and program components. Key informants were largely affiliated with universities/colleges, hospitals and other health-related agencies.

Through our discussions with key informants and the literature review, we identified 22 exemplary programs (see Tables 1 and 2) that were currently providing late life supportive care for individuals with advanced illnesses. These programs came from a range of health care delivery environments.

In our interviews, surveys and review of these exemplary programs, we identified 16 key elements that appeared to contribute to the success and effectiveness of these programs in providing supportive care to those with serious illness. Not all of these elements appeared to be present in any one program. However, these elements were noted by both informants and in the literature as relevant to high-quality supportive care.

Key Elements

1. *Comprehensive assessment*—involving the use of a range of assessments to measure the physical, emotional, social, spiritual, financial wellbeing of the patient, as well as the caregiver and their families.
2. *Careful selection of the target population*—referring to identification of patients using clearly defined criteria that includes patient/caregiver needs, prognosis and use of healthcare services.
3. *Development of a comprehensive care plan*—involving the creation and implementation of a holistic, personalized care plan.
4. *Patient-driven goal setting and alignment*—involves clarifying goals of care through a process of shared decision-making and assuring that every aspect of the care plan aligns with these goals.

5. *Effective symptom management*—assessing and managing physical symptoms throughout the patient's life course.
6. *Addressing nonmedical domains of distress/suffering* (emotional, social/financial, spiritual)—providing care in a holistic way that meets the patient's, caregivers', and families' needs and wishes.
7. *Advance care planning*— supporting patients in understanding and sharing their personal values, life goals, and preferences for future medical care.
8. *24/7 coverage*—providing access to continuous clinical support to patients and caregivers in person or via telephone.
9. *Telephonic/videocare support*—using telemedicine to optimize access to and interaction between patients and caregivers.
10. *Home visits*—providing medical and social services in the patients' home.
11. *Interdisciplinary care that includes nursing/social work*—using interdisciplinary teams to provide supportive care.
12. *Lay health workers*—involves training individuals with no professional health degree to provide functions related to supportive care for patients and their families. Also sometimes referred to as community health worker, peer counselor, lay health advisor, peer health advisor, and peer leader.
13. *Use of volunteers*—utilizing volunteers to address patients and families' physical, emotional, social and other health needs.
14. *Geographic-focused*—attending to geographic constraints by effective use of clustering, telemedicine, and community workers.
15. *Attention to housing*—leveraging services to prevent homelessness, evictions, etc., as well as addressing issues around the built environment (e.g., neighborhood safety).
16. *Continuous quality improvement*—collecting, analyzing and actively utilizing performance data to improve the quality of services and to better understand undesirable or adverse patient outcomes.

Common Elements in Programs

The majority of the exemplary programs (especially those with widely published findings) provided comprehensive assessments, targeted a high-need population, and developed a thoughtful care plan based on patient-driven goals (Tables 1 and 2). With regards to assessments, the majority of programs conducted a medical history, medication review,

physical assessment, and some of the programs conducted a home safety assessment. Many programs defined their target populations as older individuals with specific advanced illnesses (i.e., congestive heart failure, cancer, dementia) and a prognosis of 1 year or less.

Further, most of the programs addressed various domains of distress, engaged in advance care planning, provided telephonic support, and offered home visits. Interdisciplinary care, including the use of social workers, nurses, clergy, psychologists, homecare aides and other health workers was also common. While the majority of initiatives utilized home visits, the extent of home visits also varied across the identified programs. Some programs offered home visits at prescribed intervals while others provided visits as needed. For instance, SHARP Transitions Program offered a tiered level of home visits, with 4-6 home visits during the active phase (1 to 3 months) and then followed with 1-2 visits per month plus telephonic support during the maintenance phase.

While the majority of programs provided 24/7 care support via telephone, it was difficult to ascertain the extent of continuous access to clinical evaluation and treatment provided by programs. Similarly, it was difficult to ascertain the nature of 24/7 support provided by LifeCourse. Further, the training or expertise of the individuals providing 24/7 care support was often unclear. For instance, some programs offered 24/7 telephone services, which could include a 24/7 helpline or more extensive 24/7 care provided by nurse care managers or physicians. Also some programs offered 24/7 after-hours home visits, such as Kaiser Permanente's In-Home Palliative Care program.

The majority of programs were geographically focused unless they were part of a larger health system. For instance, some programs required that patients reside within a predefined geographic distance from the hospital in order to make home visits more feasible. Others had less defined geographic parameters, but often these programs had a limited scope of services.

Unique Elements in LifeCourse

A relatively unique element of LifeCourse is its use of lay health workers or "Care Guides" to provide the majority of routine care support (e.g., assessments, care and goal planning, attention to multiple domains of distress, advance care planning, etc.). Lay health workers, or sometimes referred to as community health workers, have been defined as the use of individuals from the community who have no professional health degree. Lay health worker typically receive job-related training to perform various functions important for health care delivery. No other programs could be identified that utilized lay health workers in a similar way to LifeCourse. However, many of the identified programs utilized trained health professionals such as nurses, social workers, or health educators to provide care support. For instance, Kaiser's Advance Illness Coordinated Care (AICC) Program relied on social workers and health educators to provide a 6-session program to provide non-health specific counseling, education and care coordination. Another program, Hospice of Michigan's At Home Support, utilized nurses and social workers to provide motivational interviewing-based health coaching to better engage caregivers in health care decision-making.

We identified several other programs that utilized a lay health workers model to provide care, but they were not focused on supportive care or the same population as LifeCourse (See references on lay health workers). For instance, one recent study utilized lay health workers to provide tailored care to low-income patients with chronic conditions who were being discharged from the hospital (Kangovi et al., 2014). These lay health workers were from a similar socioeconomic background as patients, and they were trained to provide care support in 3 stages: goal setting, goal support, and connecting patients to primary care services. Compared to the control arm, patients with lay health worker support were more likely to obtain timely post-hospital primary care, reported higher quality communication with care providers, showed improvements in mental health, and a reported taking a more active role in their care plan.

Key Elements Not Identified in LifeCourse

While the majority of the programs identified, including LifeCourse, utilized an interdisciplinary team to provide routine care support, very few of the programs relied on volunteer support. Three programs (Aetna's Compassionate Care Program, CLAIM and Hospice of Michigan's At Home Support) were identified that utilized volunteers to enhance the provision of social and emotional support to patients and their families. Volunteers may help to extend the presence of the care teams, and could be an untapped resource for other programs.

Based on available information and input of key informants, very few of the programs identified were utilizing technologies such as videocare or Skype-like services to assist in clinical care consultations. Only one program (ProHealth Care Support) described the use of Skype-like virtual visits to provide medical care to people with advanced illness in their home. This technology allowed the care support program to leverage their physicians' expertise and provide 24/7 clinical support. Additionally, not all programs offered clinical symptom management. It was unclear whether clinical symptom management was an integral part of LifeCourse, especially given the "lay healthcare worker status" of the Care Guides.

Limited information was available on LifeCourse and other program's engagement in continuous quality improvement. Continuous quality improvement often monitors processes and outcomes, including patient recruitment, dropout, and other outcomes that could be important for refining the target population, adjusting the intervention, and accounting for unanticipated and adverse outcomes. While LifeCourse is collecting data on quality of life, cost and utilization outcomes, it is less clear how they are evaluating the root causes for attrition (among those enrolled). It was also difficult to ascertain how adverse events and unintended outcomes were being evaluated. LifeCourse and other programs in the field may benefit from examining patterns of frequent rehospitalizations and care that results in high costs and trying to better understand (through both chart abstraction and patient/family interviews) potential causes for these events.

Attention to housing was another key element that was not mentioned by LifeCourse or other initiatives. This includes efforts to prevent evictions/homelessness, partnering with programs to address neighborhood safety, and other issues of the built environment. It was also unclear whether programs partnered with homeless service providers, or provided care in other supportive environments, such as transition to supportive housing. A few current duals demonstration projects are incorporating housing into their programs. These projects may offer insights to supportive care programs in the future.

During the environmental scan we also identified several programs that were no longer operating or had to scale down their services. We did not identify a sustainability plan for LifeCourse or many of the other exemplary supportive care programs. This finding raises the important issue of developing a business case to continue programs after external funding ceases. Programs that have been able to successfully maintain and/or expand services tend to have a diverse financial portfolio, supplementing Medicare fee-for-service with philanthropic and grant funding or taking advantage of payer support from integrated care delivery models.

SUMMARY AND RECOMMENDATIONS

LifeCourse has already demonstrated promising findings from its analysis of its outcomes to date. Although it shares many common key elements utilized by other exemplary practices, its effective use of lay health workers offers a model of care delivery that warrants replication and evaluation in other settings.

As LifeCourse considers replication, it may benefit from using the **RE-AIM** (Reach Effectiveness Adoption Implementation Maintenance) or another similar framework to translate their model into broader community practice (Demiris, Oliver, Capurro, & Wittenberg-Lyles, 2014; Glasgow, Vogt, & Boles, 1999). While other frameworks in field of implementation science may work equally as well for framing the impact and replication of the LifeCourse model, we recommend RE-AIM because of its wide use, potential for aligning well with this intervention, and its focus on translation and long-term adoption of interventions into other settings.

The RE-AIM framework is comprised of five factors:

1. **Reach**—Identifies the target population, the number of eligible participants and extent of their participation.
2. **Effectiveness**—Measures the impact of the intervention on participants who participated in the program, examines process and primary outcomes, and measures the positive (or negative) effects, such as quality of life.
3. **Adoption**—Measures the proportion of intervention staff or settings, such as clinics or hospitals, who will adopt the intervention.
4. **Implementation**—Examines the extent to which various program components are delivered as intended (fidelity) as well as the cost of delivery.

5. **Maintenance**—Determines the extent to which the intervention components are modified, continued or institutionalized.

Some potential strategies to incorporate RE-AIM into the LifeCourse evaluation are as follows:

Reach: Clarity around the target population will enable LifeCourse to both plan for expansion and assess barriers to engagement or ongoing participation. In the pilot work to date, among the 333 intervention patients, 71 are inactive; among the intervention key friends and family members (KFFs), 221 are inactive. Understanding (besides the death of patients) what led to inactive participation may assist with either target or intervention refinement.

Effectiveness: Already LifeCourse is engaging in extensive efforts aimed at measuring the program's impact. In addition to assessing healthcare utilization and cost, LifeCourse may benefit from conducting a "deeper dive" into the characteristics of the patients or care associated with hospitalizations, pain and symptom control and the use of urgent after hours care. Other adverse patient outcomes, such as medication errors, adverse drug reactions, falls, and other events, may also offer insights into potential for intervention enhancement.

Adoption: As LifeCourse considers expansion and replication, clarity around both key intervention elements and processes necessary for adoption of the program will be important. The use of qualitative methods such as in-depth interviews or focus groups with both patients and staff from all levels to identify barriers and facilitators of the intervention may elucidate critical organizational factors required for success.

Implementation: In addition to examining costs of care, additional understanding may be gleaned by assessing costs of both the fixed (personnel) and variable (e.g. training) time spent on direct care, travel maintenance of technologies, and other resources) costs in order to guide future business planning and sustainability. To assess program fidelity (consistency of implementation), training and intervention audits (e.g. how Care Guides are used in training and in care visits) may also be helpful.

Maintenance: Much of LifeCourse's current evaluation by the LifeCourse team will influence future continued adoption and sustainability. That being said, continued dialogue with key stakeholders will offer insights as to whether the program can be sustained over time without having to continually find additional resources.

Summary

We found that the LifeCourse program shared several common elements with other key initiatives. The use of lay health workers (Care Guides) represents a novel model that warrants further study to determine if it could be utilized by other programs and in different settings. LifeCourse may want to consider whether other program elements should be incorporated, such as the use of novel technologies to support its geographic

focus and leveraging volunteers to support patients' social and emotional needs. Finally, LifeCourse may also benefit from additional quality improvement strategies and the use of an evaluation framework, such as RE-AIM, focused on the translation of this innovative model to other settings.

TABLES

Table 1. List of Supportive Care Exemplary Programs - Peer-Reviewed Publications

Key Initiatives	Comprehensive Assessment	Clear Target Population	Care Plan	Patient-Driven Goals	Clinical Symptom Management	Addressing Emotional, Social/Financial, Spiritual Domains of Distress	Advance Care Planning	24/7 Coverage	Telephonic/Videocare Support	Home Visits	Interdisciplinary Care That Includes Nursing/Social Work	Lay Health Workers	Use of Volunteers	Geographic-Focused	Attention to Housing	Continuous Quality Improvement
Allina Health's LifeCourse Program	•	•	•	•		•	•	•	•	•	•	•				
Aetna's Compassionate Care Program (ACCP)	•	•	•	•		•		•				•				
Care Transitions Program (CTI)	•	•	•	•	•		•	•	•							
CareMore	•	•	•	•	•		•	•	•	•			•			
Kaiser's Advance Illness Coordinated Care (AICC) Program	•	•	•	•	•		•	•	•	•		•				
Kaiser's In-home Palliative Care (IHPC) program	•	•	•	•	•		•	•	•	•						
Hospice of Michigan's At Home Support	•	•	•	•	•		•	•	•	•		•	•			
MedStar Medical House Call Program	•	•	•	•	•		•	•	•	•			•			
Optimizing Advanced Complex Illness Support (OACIS)	•	•	•	•	•		•		•	•			•			
Sharp Healthcare's Transitions Program	•	•	•	•	•		•	•	•	•			•			
Sutter Health Advance Illness Management (AIM)	•	•	•	•	•		•		•	•			•			
Transitional Care Model (TCM)	•	•	•	•	•		•	•	•	•			•			
VA Home Based Primary Care	•	•	•	•	•		•	•	•	•			•			

Table 2. List of List of Supportive Care Exemplary Programs - Non-Published

Key Initiatives	Comprehensive Assessment	Clear Target Population	Care Plan	Patient-Driven Goals	Clinical Symptom Management	Addressing Emotional, Social/Financial, Spiritual Domains of Distress	Advance Care Planning	24/7 Coverage	Telephonic/Videocare Support	Home Visits	Interdisciplinary Care That Includes Nursing/Social Work	Lay Health Workers	Use of Volunteers	Geographic-Focused	Attention to Housing	Continuous Quality Improvement
Adventist Health Out-Patient Palliative Care: Health Options	•	•	•	•	•	•			•	•			•			
Comprehensive Longitudinal Advanced Illness Management (CLAIM™)	•	•	•	•	•	•	•	•	•	•		•				
Highmark Advanced Illness Services (AIS) Program	•	•	•		•	•		•		•						
Independence at Home Demonstration	•	•		•	•		•	•	•	•			•			
Optio Health Palliative Care At Home	•	•	•	•	•	•	•	•	•	•			•			
ProHealth Care Support	•	•	•	•	•	•	•	•	•	•		•	•			
Regence's Personalized Care Support Program		•		•		•		•	•	•						
United Healthcare Advanced Illness Care Management Program		•	•			•		•	•							

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Key Initiatives Websites and Other Online Resources

Adventist Health Out-Patient Palliative Care

<https://www.adventisthealth.org/nw/pages/services/palliative-care/out-patient-palliative-care.aspx>

Aetna's Compassionate Care Program

<https://www.aetna.com/individuals-families/member-plans-benefits/compassionate-care-program.html>

<http://www.thectac.org/wp-content/uploads/2015/03/Summit-Master-Slide-Deck-3.11.15.pdf>

Care Transitions

<http://caretransitions.org>

<http://caretransitions.org/about-the-care-transitions-intervention/>

CareMore

<http://www.caremore.com/About/How-We-Do-It/Integrated-Health-Delivery.aspx>

<http://www.chcf.org/~media/MEDIA%20LIBRARY%20Files/PDF/C/PDF%20CINQtrMtnReportJun2012.pdf>

<http://www.academyhealth.org/files/2013/tuesday/kedansky.pdf>

CLAIM (Comprehensive Longitudinal Advanced Illness Management)

<http://www.pennmedicine.org/homecare/services/claim/>

Gundersen Health System Respecting Choices Advance Care Planning System

<http://www.gundersenhealth.org/respecting-choices>

Highmark Advanced Illness Services (AIS) Program

<https://www.highmark.com/hmk2/newsroom/presskits/seniorMarketsSeriouslyIll.shtml>

<https://www.bcnepa.com/Providers/FreedomBlue/AdvIllSrvs.pdf>

Hospice of Michigans' At Home Support

<http://aahpm.org/inform/at-home-support>

<http://www.hom.org/hospice-of-michigan-expands-at-home-support-inks-first-partnership-with-ohio-provider/>

Independence at Home

<http://www.iahnow.com/IAHlegislation.htm>

<http://innovation.cms.gov/initiatives/independence-at-home/>

Kaiser's Advanced Illness Coordinated Care Program

https://mydoctor.kaiserpermanente.org/ncal/facilities/region/sanjose/area_master/departments/all_services/aicc.jsp

Kaiser's In Home Palliative Care

<https://innovations.ahrq.gov/profiles/home-palliative-care-allows-more-patients-die-home-leading-higher-satisfaction-and-lower>

Lay Health Workers

<https://www.chausa.org/docs/default-source/health-progress/pathways-model-aligns-care-population-health.pdf?sfvrsn=2>

<https://www.chausa.org/publications/health-progress/article/may-june-2015/pathways-model-aligns-care-population-health>

http://www.cdc.gov/dhdsp/docs/chw_brief.pdf

http://nursing.jhu.edu/faculty_research/research/projects/completed/coach/

LifeCourse

<http://www.lifecoursemn.org>

MedStar's Medical House Call Program

<http://www.medstarwashington.org/our-services/internal-medicine/treatments/primary-care/geriatrics/medical-house-call-program-at-medstar-washington-hospital-center/#q={>

Optio Health – Palliative Care At Home

<http://www.optiohealth.org/OurServices/Pages/Optio-Palliative-Care-at-Home.aspx>

ProHealth

<https://www.capc.org/ipal/ipal-icu/>

Regence's Personalized Care Support Program

https://www.regence.com/web/regence_provider/personalized-care-support

Sharp Healthcare's Transitions Program

<http://www.sharp.com/hospice/transitions-advanced-illness-management-program.cfm>

Sutter Health Advanced Illness Management (AIM®) Program

<http://www.sutterhealth.org/quality/focus/advanced-illness-management.html>

Transitional Care Model

<http://www.transitionalcare.info/essential-elements>

<http://evidencebasedprograms.org/1366-2/transitional-care-model-top-tier>

http://www.nhchc.org/wp-content/uploads/2012/12/Policy_Brief_Care_Transitions.pdf

United Healthcare Advanced Illness Care Management Program

<http://www.uhc.com/employer/group-retiree-solution/products-services/additional-programs-services>

VA Home Based Primary Care

http://www.va.gov/geriatrics/Guide/LongTermCare/Home_Based_Primary_Care.asp

Other Online Resources

CAPC - Improving Outpatient Palliative Care

<https://www.capc.org/ipal/ipal-outpatient-palliative-care-services/>

California Health Care Foundation: Care Models for Complex (and Costly) Populations

<http://www.chcf.org/~media/MEDIA%20LIBRARY%20Files/PDF/C/PDF%20CINQtrMtnReportJun2012.pdf>

C-TAC's The Advanced Care Project Report

<http://www.thectac.org/wp-content/uploads/2015/06/ACP-Report-6-18-15-FINAL.pdf>

Presentation from the 2015 National Summit on Advanced Illness Care

<http://www.thectac.org/resources/key-documents/>

ROBINA FOUNDATION

TO: Christine Ritchie, M.D.

FROM: Penny Hunt

RE: Environmental Scan of Late Life Care initiatives

DATE: June 2015

Since 2012 the Robina Foundation (the Foundation) has supported *LifeCourse*, an initiative of Allina Health, which aims to develop and test a person-centered approach to late-in-life care and which includes a non-medical professional “care guide” as part of an interdisciplinary care team. The Foundation anticipates that Allina will seek additional support to continue the development of its new model of care and to expand the reach of the initiative.

We recognize that Allina is not the only organization working to develop a new approach to late-in-life care. As part of its evaluation of the strength of the Allina initiative, the Foundation seeks to learn more about initiatives of other institutions in this fast-growing, important field through an “Environmental Scan” of key initiatives in this field.

Following is a summary of the scope of the work for preparation of the Environmental Scan:

The Scan

Your work will involve:

- Review of the grant documents listed below to understand the goals, model and process of *LifeCourse*;
- Identification of important initiatives in the United States providing services similar to those of *LifeCourse* (Key Initiatives):
 - Initiatives that have been reported in credible print or online news media or are widely known in the field;
 - Key Initiatives that may, but need not, include non-medical professionals such as the *LifeCourse* care guides;
- Review of important elements of the Key Initiatives, including aspects that are in addition to or different from elements in *LifeCourse*.

- Preparation of a written report, including an executive summary, which
 - Highlights the key elements (program parts, reach, etc.) of each Key Initiative;
 - Explains how each Key Initiative is duplicative of *LifeCourse* or different from *LifeCourse*;
 - As appropriate, Identifies factors, trends or changes the leaders of *LifeCourse* might consider going forward.

Timing

Your work will involve up to the equivalent of approximately XXX days between July 1, 2015 and August 15, 2015, with submission of the report by August 15.

Compensation

The Foundation will pay you a flat fee of \$XXX for preparation of the Environmental Scan.

Estimated Expense Budget

We will reimburse you for your expenses upon submission of expense reports.

Grant Documents:

Organization Contacts

Robina Foundation:

Penny Hunt, Executive Director: pennhunt@gmail.com; 612-381-7790

Nancy Gilberg, Administrative Consultant: ngilberg@robinafoundation.org; 612-333-2313

From: Penny Hunt huntpen@gmail.com
Subject: Robina Foundation / Environmental Scan
Date: June 2, 2015 at 4:08 PM
To: Ritchie, Christine Christine.Ritchie@ucsf.edu
Cc: Nancy Gilberg ngilberg@robinafoundation.org

Christine R.
Jasmin Flett



Hi Christine,

I think you are back in the country, so would like to re-start our discussion of work to prepare an Environmental Scan for the Robina Foundation.

I'm re-sending an email I sent previously, which includes information and various documents in connection with the scan. I know that you asked if the agreement could be with UCLA, rather than with you individually. That should work fine for Robina. I am hoping that you can help me revise the attached draft letter to accommodate that change.

In addition to the documents sent previously, I've attached a draft of a memo describing work on the Environmental Scan (called Ritchie Evaluation Summary). This is very rough and will need to be changed as appropriate to engage UCLA in the work. Both the letter agreement and the attachment reference the fee, which we haven't yet determined.

Should we set up a call to talk about this? I am quite free on Thursday. As I mentioned, I will be out of town from June 16 - 27, so would like to finalize this before my trip. I hope that will work in your schedule.

I look forward to talking with you and to working with you on this!

Warm regards,
Penny



Ritchie Evaluation
Summary 06.15.doc

Begin forwarded message:

From: Penny Hunt <pennhunt@gmail.com>
Subject: Robina Foundation / Environmental Scan
Date: May 21, 2015 at 1:53:06 PM CDT
To: "Ritchie, Christine" <Christine.Ritchie@ucsf.edu>
Cc: Nancy Gilberg <ngilberg@robinafoundation.org>

Hi Christine,

I'm a little slow, but I'm attaching information to follow up on our discussion of an environmental scan for the Robina Foundation. Attached is the following information:

1. The January 2015 LifeCourse annual report submitted to the Robina Foundation by Allina. I would be happy to provide you with additional information on LifeCourse — I have lots! You will want to understand the basic elements and operation of LifeCourse so that you can help us understand how LifeCourse is different or similar to other initiatives and fits into the landscape of initiatives seeking to transform in some way late life care.

2. The form letter agreement for the Foundation's engagement of a consultant to evaluate several

at the form letter agreement for the foundation's engagement of a consultant to conduct a scan. Foundation grants. I have removed the name of the consultant and her fee, but hope this will give you an idea of the kind of agreement we could use to engage you to conduct the Environmental Scan.

As I mentioned in our conversation, a memo detailing the consultant's work is attached to the letter agreement. Assuming we will want the same sort of memo for your work, I've started to draft a description of the work.

When I discussed the Environmental Scan with one of the leaders of LifeCourse, she mentioned that Diane Meier and Joanne Lynn, both members of the LifeCourse National Advisory Committee, may have lists of transformational initiatives that might be helpful as you start to put together a list of initiatives to include in the scan. As I understand it, during a recent NAC meeting Diane mentioned that she was pulling together a group of leaders, and Joanne responded that she had a "list" she thought would be helpful.

in case you don't have contact information for Diane and Joanne, I've attached their vcards.

I hope this information is helpful. Let me know what you think of the form agreement letter and any other questions or comments you have. I will send you a draft of the attachment to the letter as soon as it is available. More detail on the work should help you identify an appropriate fee for your consultancy work.

Warm regards,

Penny



**Annual Report for
LifeCourse...5 FINAL.pdf**



Ritchie form letter doc



Meier Diane.vcf



Lynn Joanne.vcf

Email to BOD from PAH re Update on Conversations with Grantees

September 15, 2015

Greetings,

I'm headed out of town later today, but wanted to update you on my conversations with Robina Grantees and other work following the board meeting. Bottom line - all of the grantees are aware of your discussions and your decisions concerning the direction of future Robina grant making. Needless to say, the talking points you helped me draft came in very handy! Here's a bit more information on my follow-up:

University of Minnesota Law School: Kathleen and I met with David Wippman. He understands your decision not to consider an endowment of the Center for New Americans now and that a discussion of a match will be part of future discussions. He is eager to learn more about other possible funders for the initiative. Kathleen suggested that Susan meet with David so that she is up to date on the Center. We're working on plans for her to meet with David when she is here in November. (Susan - I don't think we finalized those plans, did we?)

David plans to prepare proposals for Public Interest Scholars and Scholarships for your consideration at the November meeting. He promised that they would include a chart outlining the reach of the programs (e.g. students entering in 2017, etc.)

We discussed the idea of a capacity-building grant to assist the U in its efforts to reach out to funders and alums. No surprise - David was very interested in that idea. At Kathleen's suggestion, David will follow up with Steve Lewis to brainstorm ideas.

David, Kevin Reitz and Kelly Mitchell will attend the November board meeting to talk about the Sentencing Enhancements.

Allina

I met with Paige Bingham to relay the board's questions and concerns about LifeCourse. She wasn't surprised by the board's sticker shock or the kinds of questions the board is asking and the information needed. She has been working on most of the items. Paige, Penny Wheeler and Heather Britt will attend the November board meeting.

I met with the Improve Group to learn where they are with their evaluation work and to ask them to probe several items raised by the board and in the Environmental Scan. Kathleen, Susan (by phone) and I will meet with the Improve Group on October 7 to go over their findings in advance of submission of the final report.

Council on Foreign Relations

Jim Lindsay and I discussed the board's approach to future funding for CFR. He didn't seem surprised by the decision concerning IIGG and expressed great appreciation for Robina's launch of the program and support over 9 years. Since the capital campaign is being handled by Suzanne Helm, head of development, Jim wasn't completely up-to-date on the plans and progress. He planned to contact Suzanne so that I can work with her to learn more about the campaign. I believe that CFR will provide an update for review at the November meeting.

Yale

I spoke with Patty Pedersen yesterday to discuss the board's decisions concerning future funding at Yale. She expressed enthusiasm for possible support for the Gilder Lehrman Center and will work with David Blight to prepare a proposal for consideration at the November board meeting. She was not surprised by Robina's continuing interest in Yale Law School's human rights programming, but was understandably disappointed in the decision not to consider support for the three initiatives that are high on the President's list of priorities. Patty called back this morning after she had talked with President Salovey. Peter was surprised and disappointed in the decision regarding his priorities and expressed concern that they had not had the opportunity - or taken the opportunity - to make sure the Robina Board understands why philanthropic support is crucial for the launch of new initiatives since the endowment is restricted and generally supports the school's operations.

I talked with Kathleen about this. We agreed that the board's decision was not based on assessment that Yale didn't need Robina support, but rather the board's enthusiasm for YLS's human rights programming and interest in exploring ways to ensure that the programs and long-term leadership of the programs endure. (Kathleen may provide more details of our conversation. She rightfully noted that push-back from Yale is akin to push-back from Richard Haass at CFR following the board's decision concerning the cyberspace proposal.) I followed up with Patty to explain that it was the board's passion for YLS's human rights programming that drove the decision. (I reminded her that Robina has consistently over the years expressed interest in human rights, not only at YLS, but with other grantees.) She understood and appreciated that clarification. My sense is that the President felt that his priorities would be considered separate from funding for YLS.

Yale Law School

I spoke with Tara Fitzpatrick about the board's interest in discussing how Robina might help sustain the human rights programming through a grant (or grants) tied to a match from other funders. YLS may move that discussion forward by providing ideas and/or asking questions for the board to consider at the November meeting.

I think that's it, but please feel free to contact me if you have questions or concerns. I should have email access at times throughout my trip and should be reachable by text, which is probably best. Nancy has additional contact information as well. She and I have made great progress on plans for the November board meeting. The agenda is already full!

I hope you are all doing well.

My best,
Penny



Investment Relationship Review

Prepared for: Robina Foundation

Presented: September 1, 2015

Your dedicated client service team and list of accounts

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Accounts Profiled In This Report

██████████ – Robina Foundation Management Agency



ROBINA FOUNDATION MGMT AGY

Portfolio Overview

Portfolio Number: [REDACTED]

Holdings Method: Direct

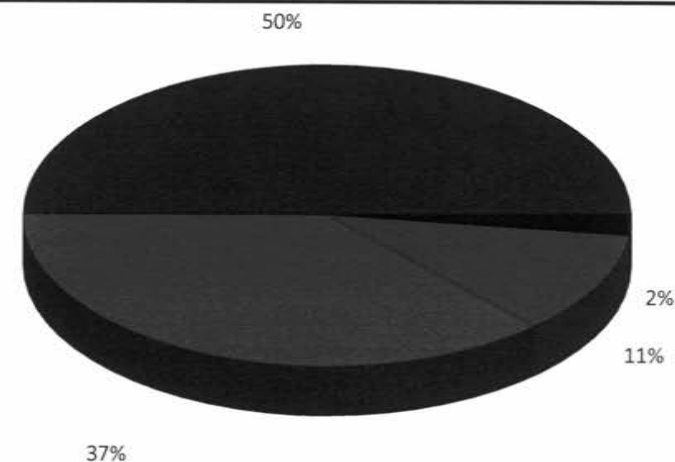
Report Date: 08/28/2015

Portfolio Summary

Inv. Objective	Conserv Bal/Nontaxable-2
Total Portfolio Value	\$69,566,135
Net Realized Capital Gains YTD	\$-232,575
Current Yield	1.95%
Projected Annual Income	\$1,357,542
Portfolio Mgr.	Jon Gennaro, CFA
Number of Securities	42

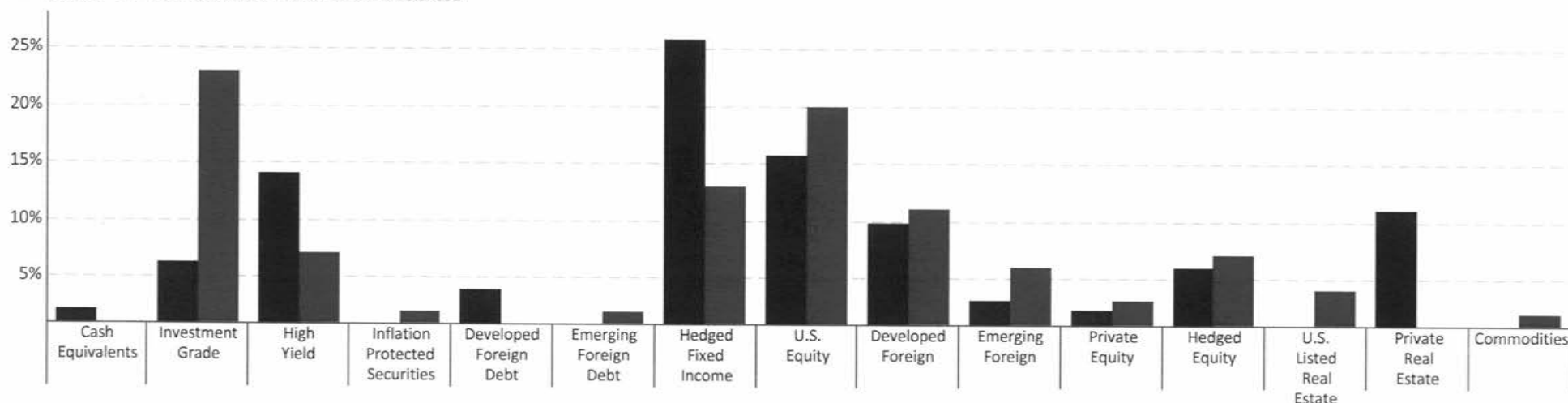
Portfolio Asset Allocation

Fixed	\$34,874,594	50%
Equity	\$25,590,354	37%
Real Estate	\$7,666,826	11%
Cash	\$1,434,361	2%



Portfolio Model Allocation

■ Portfolio ■ HNW Nontaxable Tactical Conserv. Balanced



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Holdings Date: 08/28/2015

Selected Period Performance
ROBINA FOUNDATION MGMT AGY
Period Ending: 07/31/2015

Sector	Market Value	Year to Date (7 Months)	1 Year	3 Years	5 Years	Inception to Date (98 Months)
Total Portfolio Gross of Fees	74,517,572	1.93	1.43	6.02	1.96	2.43
Total Managed Portfolio	65,283,758	2.28	1.08	6.68	4.26	3.83
<i>Robina Custom Benchmark</i>		<i>2.09</i>	<i>1.46</i>	<i>6.82</i>	<i>3.95</i>	<i>3.53</i>
Domestic Equity	11,484,131	3.54	11.05	17.61		
<i>DJWilshire 5000 Index</i>		<i>3.46</i>	<i>10.75</i>	<i>17.86</i>	<i>16.14</i>	<i>6.55</i>
Hedged Equity	4,190,945	6.52	8.89	8.88		
<i>HFRI Equity Hedge Index</i>		<i>2.93</i>	<i>2.48</i>	<i>7.96</i>	<i>5.36</i>	<i>2.54</i>
Developed Foreign	7,268,769	8.27	-1.14	12.28		
<i>MSCI EAFE Index (Net)</i>		<i>7.72</i>	<i>-2.28</i>	<i>12.32</i>	<i>8.01</i>	<i>.57</i>
Emerging Foreign	2,480,580	-3.45	-12.71	1.61		
<i>MSCI EM Free Index (USD)</i>		<i>-4.19</i>	<i>-13.38</i>	<i>.61</i>	<i>.58</i>	<i>.97</i>
Domestic Fixed	14,341,297	1.74	.18	2.65	2.40	
Foreign Fixed Income	2,739,075	-1.56	-4.62	-.66	1.51	
<i>Barclays 1-3 Yr Gov/Credit Index</i>		<i>.78</i>	<i>1.06</i>	<i>.85</i>	<i>1.09</i>	<i>2.64</i>
Hedged Fixed Income	18,131,506	1.00	-1.29	5.02		
<i>HFRI Relative Value Index (Total)</i>		<i>2.29</i>	<i>1.58</i>	<i>6.10</i>	<i>5.92</i>	<i>5.01</i>
Total Commodities	1,121,003	-2.75	-9.96	-7.44		
<i>Dow Jones UBS Commodity TR</i>		<i>-12.01</i>	<i>-28.23</i>	<i>-13.93</i>	<i>-7.27</i>	<i>-6.94</i>
Total Cash Equivalents	3,526,451	.11	.20	.19	.18	.79
<i>Citigroup 3 Mo T-Bill Index</i>		<i>.01</i>	<i>.02</i>	<i>.04</i>	<i>.06</i>	<i>.60</i>
Non-Mgd Equity	7,666,826	3.27	9.25	10.70		
Non-Mgd Other	1,566,988	-14.07	-12.01	-15.96		

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.

Performance layout adjusted for illustrative purposes. Performance data is not altered in any manner.

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, Domestic Fixed & Foreign Fixed Income - Barclays 1-3 Year Gov/Credit Index, Developed Foreign - MSCI EAFE Index (Net), Emerging Foreign, - 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 Cash Equivalents - Citigroup 3 Mo T-Bill Index. Excluded from the Robina Custom benchmark is Non-Mgd Real Estate including IDR Core Equity and it is segregated because U.S. Bank does not currently have NCREIF-ODCE Index available and Non-Mgd Other includes outside Private Equity funds.



ROBINA FOUNDATION MGMT AGY

Portfolio Holdings

Portfolio Number: XXXXXXXXXX

Holdings Method: Direct

Report Date: 08/28/2015

	Symbol	% of Port.	Price	Shares/ Units	Portfolio Value	\$ Cost Basis	Unrealized Gain/Loss	Current Yield	Annual Income	1 Year Return
Total		100.00			69,566,135	61,497,833	8,031,435	1.95	1,357,542	
Cash		2.06	--	--	1,434,361	1,434,361	0	0.20	2,869	--
Cash Equivalents		2.06	--	--	1,434,361	1,434,361	0	0.20	2,869	--
US BANK PRIVATE CLIENT MMKT SAVINGS	9AMMF93B5	2.06	1.00	1,434,361	1,434,361	1,434,361	0	0.20	2,869	--
Fixed		50.13	--	--	34,874,594	34,447,165	390,562	2.63	914,682	-2.05
Investment Grade		6.28	--	--	4,369,819	4,355,844	-14,775	2.19	94,860	--
Corporate		6.28	--	--	4,369,819	4,355,844	-14,775	2.19	94,860	--
AIR PROD CHEM	2.000% 8/02/16 009158AQ9	0.36	101.11	250,000	253,131	253,290	-520	1.98	5,000	--
BANK OF NEW YORK	1.969% 6/20/17 064058AA8	0.37	101.31	250,000	254,207	253,752	-475	1.94	4,922	--
BECTON DICKINSON	1.750% 11/08/16 075887BB4	0.36	100.42	250,000	252,397	253,719	-2,659	1.74	4,375	--
BRANCH BANKING TR	2.300% 10/15/18 07330NAD7	0.37	101.16	250,000	255,029	252,875	30	2.27	5,750	--
CONOCOPHILLIPS CO	1.050% 12/15/17 20826FAB2	0.36	99.04	250,000	248,132	248,372	-772	1.06	2,625	--
GENERAL DYNAMICS	2.250% 7/15/16 369550AQ1	0.37	101.32	250,000	253,972	253,980	-680	2.22	5,625	--
GENERAL ELEC CAP MTN	3.350% 10/17/16 36962G5H3	0.37	102.69	250,000	259,775	258,992	-2,264	3.26	8,375	--
IBM CORP	1.950% 7/22/16 459200GX3	0.36	101.25	250,000	253,622	253,240	-105	1.93	4,875	--
ILLINOIS TOOL WORKS	1.950% 3/01/19 452308AU3	0.36	100.13	250,000	252,717	249,652	668	1.95	4,875	--
INTEL CORP	1.350% 12/15/17 458140AL4	0.36	99.93	250,000	250,497	250,039	-226	1.35	3,375	--
JOHN DEERE CAP MTN	2.800% 9/18/17 24422EQZ5	0.38	103.22	250,000	261,159	259,711	-1,664	2.71	7,000	--
JPMORGAN CHASE CO	2.000% 8/15/17 48126EAA5	0.36	100.69	250,000	251,896	252,706	-991	1.99	5,000	--
LOWES COMPANIES	2.125% 4/15/16 548661CS4	0.36	100.78	250,000	253,910	253,421	-1,474	2.11	5,312	--
PEPSICO INC	2.500% 5/10/16 713448BT4	0.37	101.34	250,000	255,215	254,684	-1,344	2.47	6,250	--
PRAXAIR INC	3.250% 9/15/15 74005PAV6	0.51	100.11	350,000	355,521	349,636	735	3.25	11,375	--
STATE STREET CORP	2.875% 3/07/16 857477AH6	0.29	101.18	200,000	205,089	204,663	-2,305	2.84	5,750	--
TOYOTA MOTOR MTN	1.750% 5/22/17 89233P6D3	0.36	100.95	250,000	253,549	253,110	-728	1.73	4,375	--
High Yield		14.03	--	--	9,756,829	10,458,414	-701,585	4.88	475,901	-1.80
Mutual Funds & ETFs		14.03	--	--	9,756,829	10,458,414	-701,585	4.88	475,901	-1.80
MainStay Floating Rate Fund Class I	MXFIX	9.03	9.26	678,660	6,284,389	6,474,414	-190,025	3.94	247,711	0.90
Nuveen High Income Bond Fund Class I	FJSYX	3.63	7.76	325,057	2,522,440	2,984,000	-461,560	7.23	182,357	-9.31

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Holdings Date: 08/28/2015



ROBINA FOUNDATION MGMT AGY

Portfolio Holdings

Portfolio Number: [REDACTED]

Holdings Method: Direct

Report Date: 08/28/2015

	Symbol	% of Port.	Price	Shares/ Units	Portfolio Value	\$ Cost Basis	Unrealized Gain/Loss	Current Yield	Annual Income	1 Year Return
Oppenheimer Senior Floating Rate Fd I	OOSIX	1.37	7.98	119,048	950,000	1,000,000	-50,000	4.82	45,833	0.30
Developed Foreign Debt		3.93	--	--	2,735,534	3,022,542	-295,125	2.17	59,174	-12.09
BANK OF MONTREAL MTN 1.400% 9/11/17	06366RHA6	0.36	100.05	250,000	251,739	249,770	345	1.40	3,500	--
BANK OF NOVA SCOTIA 2.550% 1/12/17	064159AM8	0.37	101.80	250,000	255,322	256,068	-1,561	2.50	6,375	--
COOPERATIEVE CEN MTN 3.375% 1/19/17	21686CAD2	0.37	102.60	250,000	257,427	258,548	-2,036	3.29	8,438	--
ROYAL BK CANADA MTN 1.450% 9/09/16	78010UBY2	0.36	100.59	250,000	253,179	252,202	-724	1.44	3,625	--
T. Rowe Price International Bond Fd	RPIBX	2.10	8.42	173,298	1,459,165	1,749,707	-290,542	2.10	30,674	-12.09
TORONTO DOM BK MTN 2.625% 9/10/18	89114QAM0	0.37	102.26	250,000	258,702	256,247	-607	2.57	6,562	--
Hedged Fixed Income		25.89	--	--	18,012,412	16,610,365	1,402,047	1.58	284,748	-0.12
GAM UNCONSTRAINED BD FD OFFSHORE	99MSCX7M7	4.86	1.00	3,383,498	3,383,498	3,110,000	273,498	--	--	--
GCA CREDIT OPP OFFSHORE FUND LTD	98MSCDF44	7.04	1.00	4,896,994	4,896,994	3,880,000	1,016,994	--	--	--
Loomis Sayles Strategic Alpha Fund Class Y	LASYX	9.09	9.77	647,154	6,322,691	6,510,365	-187,674	4.50	284,748	-0.12
MARATHON CREDIT OPPORTUNITY FUND LTD	98MSC7167	4.90	1.00	3,409,229	3,409,229	3,110,000	299,229	--	--	--
Equity		36.79	--	--	-25,590,354	20,435,707	5,154,646	1.72	439,991	-3.77
U.S. Equity		15.64	--	--	10,877,369	7,424,598	3,452,771	1.76	191,239	1.40
Mutual Funds & ETFs		15.64	--	--	10,877,369	7,424,598	3,452,771	1.76	191,239	1.40
American Century Small Cap Value - Institu...	ACVIX	0.82	8.64	65,825	568,730	599,800	-31,070	1.06	6,036	0.47
Neuberger Berman Genesis Institutional	NBGIX	0.76	56.66	9,329	528,606	471,200	57,406	0.33	1,754	2.27
SPDR S&P 500 ETF Trust	SPY	11.45	199.28	39,986	7,968,410	5,167,214	2,801,196	2.02	161,344	1.52
SPDR S&P Midcap 400 ETF Trust	MDY	2.60	259.88	6,971	1,811,623	1,186,383	625,240	1.22	22,105	0.91
Developed Foreign		9.75	--	--	6,779,547	6,521,520	258,026	2.81	190,303	-7.05
Mutual Funds & ETFs		9.75	--	--	6,779,547	6,521,520	258,026	2.81	190,303	-7.05
iShares MSCI EAFE ETF	EFA	9.75	60.42	112,207	6,779,547	6,521,520	258,026	2.81	190,303	-7.05
Emerging Foreign		3.13	--	--	2,175,505	2,300,000	-124,495	2.69	58,450	-19.46
Mutual Funds & ETFs		3.13	--	--	2,175,505	2,300,000	-124,495	2.69	58,450	-19.46
Causeway Emerging Markets Fund Insti Cl	CEMIX	3.13	10.31	211,009	2,175,505	2,300,000	-124,495	2.69	58,450	-19.46
Private Equity		2.25	--	--	1,566,988	1,189,589	377,399	--	--	--
FLAG VENTURE PARTNERS III LP	98MSC9DE3	0.53	0.07	5,000,000	369,640	1	369,639	--	--	--
FLAG VENTURE PARTNERS IV LP	98MSC9DG8	0.96	0.32	2,125,000	671,058	1	671,057	--	--	--



ROBINA FOUNDATION MGMT AGY

Portfolio Holdings

Portfolio Number: XXXXXXXXXX

Holdings Method: Direct

Report Date: 08/28/2015

	Symbol	% of Port.	Price	Shares/ Units	Portfolio Value	\$ Cost Basis	Unrealized Gain/Loss	Current Yield	Annual Income	1 Year Return
PFINGSTEN EXECUTIVE FUND III LP	98MSC9DF0	0.76	0.26	2,000,000	526,290	1,189,587	-663,297	--	--	--
Hedged Equity		6.02	--	--	4,190,945	3,000,000	1,190,945	--	--	--
POINTER OFFSHORE LTD.	99MSCPGB8	6.02	1.00	4,190,945	4,190,945	3,000,000	1,190,945	--	--	--
Real Estate		11.02	--	--	7,666,826	5,180,600	2,486,227	--	--	--
Private Real Estate		11.02	--	--	7,666,826	5,180,600	2,486,227	--	--	--
IDR CORE EQUITY RE STRATEGY 2010, LP	98MSCFFW7	11.02	1.00	7,666,826	7,666,826	5,180,600	2,486,227	--	--	--

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Holdings Date: 08/28/2015

Review: Global Economy – August 2015

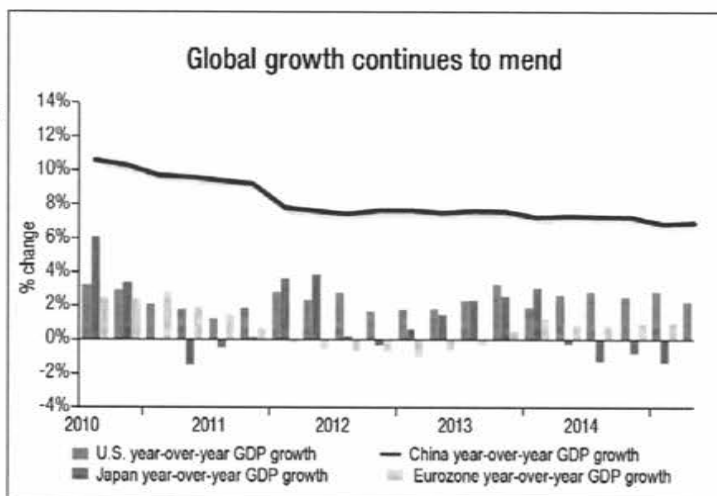
Global growth remains slow by long-term standards, but appears to be improving. The U.S. economy averaged 1.5 percent growth in the first half of 2015. Weather was a factor for slow growth in 1Q, but we saw a modest acceleration in consumer spending in 2Q. Quantitative easing in Europe and Japan appear to be supporting growth. Activity in China continues to decelerate in the face of reforms and rebalancing of economic activity from investment to consumption.

The jobs market continues to point to modest economic improvement. The unemployment rate remained at 5.3 percent in July, but initial unemployment claims remain low. Wage growth remains a key signal for the next phase of the economic cycle, and currently hourly earnings are growing at just a 2 percent pace for the past year. Outside the United States, unemployment is slowly improving, with June numbers at 11.1 percent in Europe and 3.4 percent in Japan.

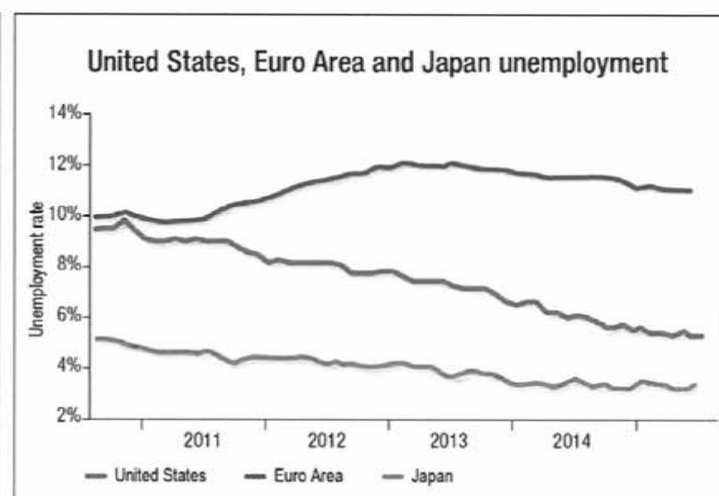
Soft commodity prices are keeping global inflation well contained. Inflation in the United States, eurozone and Japan remains well below central bank targets of 2 percent. Relatively modest wage growth and deleveraging have limited price pressures. In emerging market (EM) nations, such as China and India, inflation rates are moderating from high levels.

Growth in manufacturing activity seems to be in a soft growth patch as we enter 3Q. Indicators for key economies, such as the United States, Europe, Japan and India, remain in expansion territory, although at modest levels. In the wake of tighter monetary policy and the initial fallout from oil price declines, some EM economies have struggles in activity.

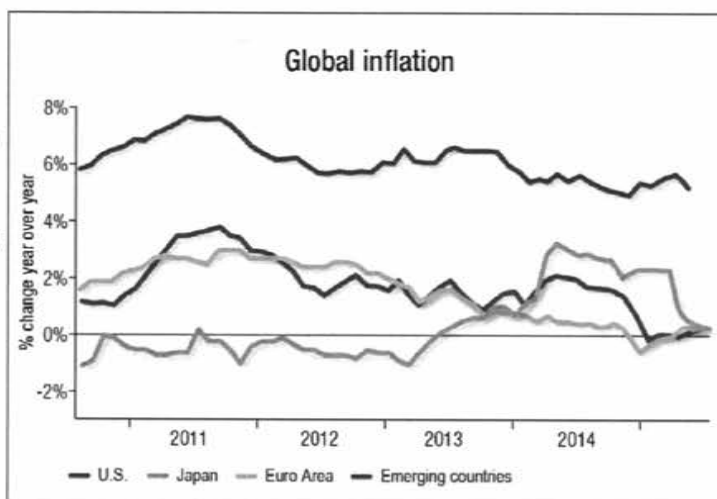
Please refer to important information provided on the Disclosures page in the Appendix section



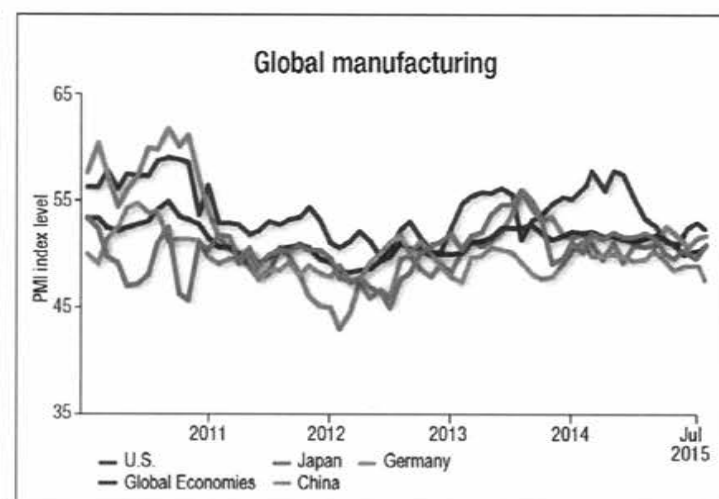
Source: FactSet; GDP (Gross Domestic Product); 9/30/10-6/30/15



Source: FactSet; 8/31/10-7/31/15; Euro Area and Japan through 6/30/15



Source: FactSet; 8/31/10-7/31/15; U.S. through 6/30/15; Emerging countries through 5/29/15



Source: Strategas Research Partners; PMI (Purchasing Managers Index)

Review: Equity Markets – August 2015

Equities ended July on balance modestly higher from midyear levels with investors remaining generally on edge and in disbelief, lacking conviction as to the most prudent near-term course of action following lackluster year-to-date performance, mixed signals of economic growth, generally muted company outlooks following second quarter results, and ramping expectations that a Federal Reserve (Fed) rate hike is imminent.

Additionally, the wall of uncertainty remained elevated throughout much of July. Economic slowing in China, implications of debt-related discussions in Greece, seasonal tendencies for lackluster returns during the summer months, and uncertainty over second quarter results and company guidance have weighed on sentiment.

For July, among the popular broad-based indices, the S&P 500, Dow Jones Industrial Average (DJIA) and developed international-oriented MSCI EAFE indices advanced between 0.4 percent and 2 percent. Conversely, the small cap-oriented Russell 2000 and emerging markets-oriented MSCI EM indices declined 1.2 percent and 7.3 percent, respectively. This reflects a general investor bias toward large cap versus small-cap companies. The weakness of the Russell 2000 gives investors reason for pause as small caps tend to outperform during periods of economic strength, and vice versa. The slowing in the rate of economic growth in China is reflected in the lackluster July and year-to-date returns of the MSCI EM Index.

Sector performance in July was also varied. Seven of 10 sectors posted gains, led by the Utilities, Consumer Staples and Consumer Discretionary sectors. Equally noteworthy in July was the decline of the Energy and Materials sectors. The lagging performance of the Energy sector reflects the continued global supply/demand imbalance of crude oil. Economic slowing in China and the associated lessening demand for materials-related products has weighted on the performance of the Materials sector.

Year to date ending July, large developed international stocks are outpacing U.S. stocks, large and small U.S. companies are trending generally in line with each other, and emerging markets continue to lag. Among sectors, Healthcare and Consumer Discretionary are outpacing all sectors, up 11.7 percent and 11 percent, respectively. Energy is the worst performing sector, down 13.4 percent for the year.

Technically, U.S. equities continue to trend in a relatively tight band, with the S&P 500 generally trading within a 3 percent above and below the 50-day moving average range. While past trends are no assurance of future outcomes, technically, equities have proven to be within a "zone of ok," implying an improved risk/reward profile, when trading at or below the 50-day moving average.

Market and sector performance

Index	Price 7/31/15	2014	2015	
			July	YTD*
S&P 500	2,103.84	11.4%	2.0%	2.2%
Dow Jones Industrials	17,689.86	7.5%	0.4%	-0.7%
Russell 2000	1,238.68	3.5%	-1.2%	2.8%
MSCI EAFE	1,879.75	-7.2%	2.0%	5.9%
MSCI Emerging Markets	901.68	-4.8%	-7.3%	-5.7%
Sectors of the S&P 500				
	Weight			
Information Technology	19.8%	18.2%	2.9%	2.9%
Financials	16.8%	13.1%	3.0%	1.7%
Health Care	15.6%	23.3%	2.7%	11.7%
Consumer Discretionary	12.9%	8.0%	4.7%	11.0%
Energy	7.0%	-10.0%	-7.8%	-13.4%
Consumer Staples	9.7%	12.9%	5.3%	3.1%
Industrials	9.9%	7.5%	0.1%	-4.0%
Materials	2.9%	4.7%	-5.0%	-5.6%
Utilities	2.9%	24.3%	6.0%	-7.0%
Telecommunication Services	2.4%	-1.9%	-1.1%	-0.5%

Source: FactSet; *YTD data through 7/31/15; excludes dividends

S&P 500: price vs. moving average



Source: Bloomberg; data as of 6/15/15

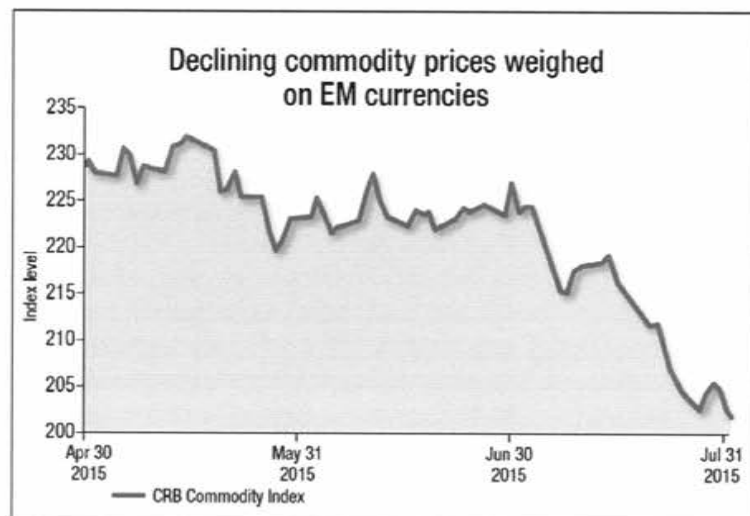
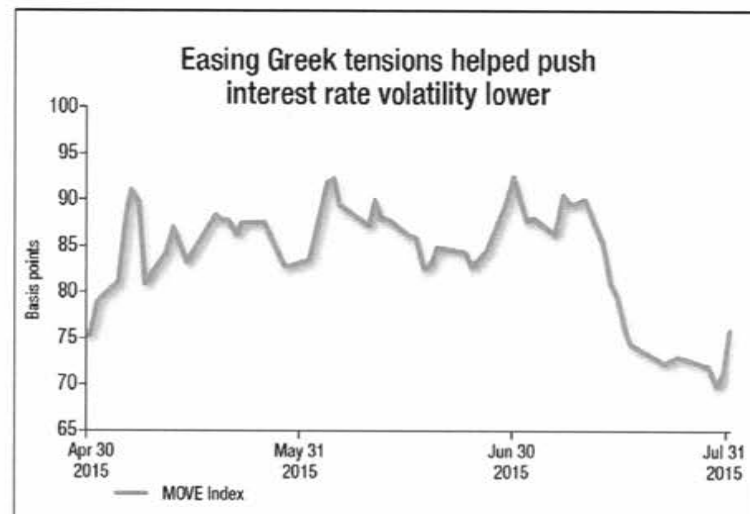
Review: Fixed Income Markets – August 2015

The 10-year Treasury yield declined almost 20 basis points amid declining commodity prices and increased concern about global growth prospects. In regard to monetary policy, the July 29 Federal Open Market Committee (FOMC) statement was consistent with our expectations. Fed officials expressed increased confidence about the strength of the labor market recovery. Policymakers also showed diminished concern about negative developments in Greece and China. Overall, the statement suggested that the Fed was moving closer to removing stimulus, which is consistent with Fed commentary we've received since the June FOMC.

Interest rate volatility declined sharply as Greece moved from the brink of default and finally made some progress toward an agreement with its creditors. Additionally, U.S. economic releases largely met consensus expectations, which further limited the ranges for Treasury yield movements.

In the investment grade space, the longer-duration Utilities sector outgained Industrials and Financials despite falling energy prices. High yield bonds lost approximately 0.5 percent as diminished risk appetite weighed on lower-quality assets more broadly.

Dollar-denominated emerging market government bonds continued to outperform their foreign-denominated equivalents amid broad U.S. dollar strength. The dollar appreciated most against currencies from countries with sizable energy exports such as Russia, Brazil and Colombia. Additionally, some emerging Asian currencies weakened further amid disappointing trade figures and deteriorating growth outlooks.



Review: Real Estate & Commodities Markets – August 2015

The trend of increasing sales volume of existing homes continued in June. Momentum had been elusive earlier this year, yet there are now four consecutive months in which annualized volume has exceeded the five million mark. At 5,490,000 annualized, June volume is the most since 2007. The Pending Home Sales report from April and May foretold these increases. In the same vein, the June Pending Home Sales report softened a bit. Thus, the expectation is that actual closed sales in July/August could be off of the June high. The current inventory of existing houses is considered low and may have kept potential purchasers sidelined. With demand outpacing supply, monthly price increases are evident and trending upward. However, the year-over-year increases are still in the mid-single-digit zone, as contrasted to 2013 and early 2014, which saw double-digit percentage rate increases.

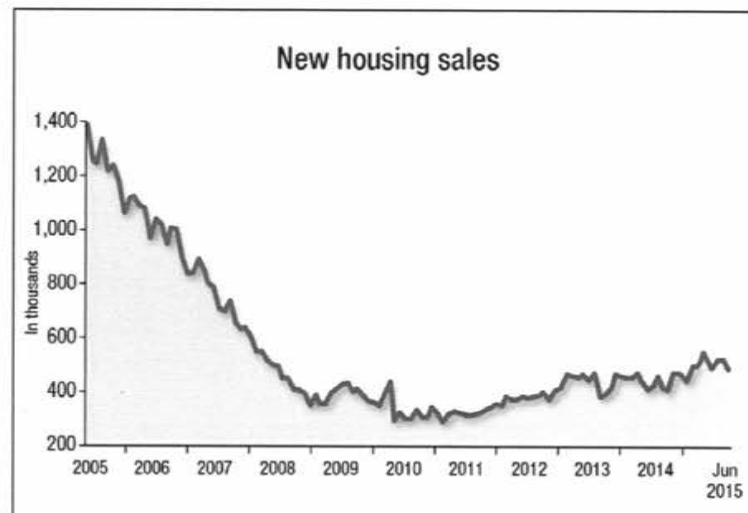
New home sales presented a different picture in June. Sales had trouble staying above the short-lived 500,000 annualized sales level, falling back to 482,000. Sales are almost 20 percent higher than a year ago and builders seem to have confidence in an increasing level of sales. Permits and starts for new construction are also on the rise and posted a substantial increase over a year ago. Yet, much of that increase has come in the multifamily sector where strong rental demand has pushed vacancy levels very low, which in turn, supports the new construction. Construction and demand for multifamily continued, with vacancy rates around 4 percent, while some tighter markets are reporting rates under 3 percent. Rental rate growth is a result, but deserves observation in some markets as supply advances.

U.S. commercial real estate continues to improve, with leasing activity advancing over last year. Vacancies are trending downward and there is limited new supply in some markets. Transaction volumes continue to increase.

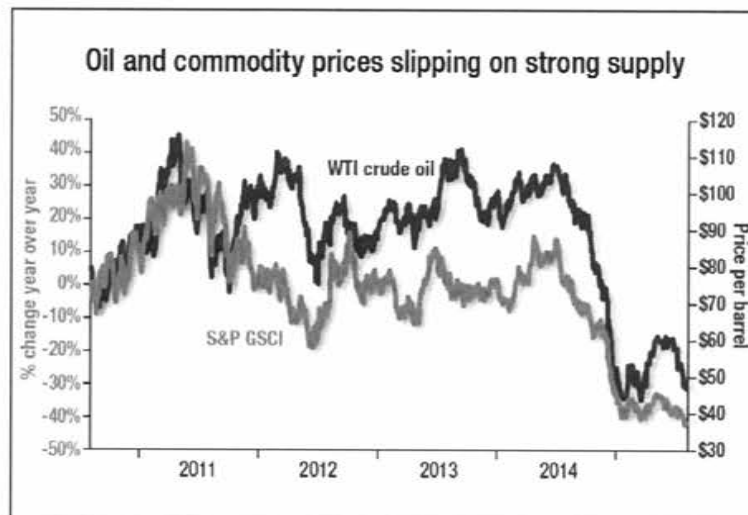
Commodity prices renewed their decline in July. Strong supplies, soft demand indicators and a shift to negative investor sentiment pressured the complex lower. The S&P GSCI lost 14 percent for the month, paced by double-digit declines in energy and agriculture and losses across the metals complex.

Oil prices slipped nearly 20 percent and gasoline futures slid 10 percent last month. Global oil production continues to expand and the Iran nuclear deal should add barrels to the global supply by year end. Manufacturing indicators, such as purchasing manager surveys point to slowing global economic activity, indicating weak demand growth. Low prices are not yet a cure for demand and production activity has not yet fallen commensurate to price declines.

Gold prices fell to their lowest level in five years, erasing gains for most speculators who pursued the gold bull market run to \$1,900 per ounce in 2011. Futures market positions for speculators have reached a record short position since data was first published nearly 10-years ago. Low prices have not yet stimulated demand from India or China, the largest investors in the physical gold market.



Source: FactSet; 8/31/05-6/30/15



Source: FactSet; 8/06/10-8/06/15; WTI (West Texas Intermediate)

 THE PRIVATE CLIENT RESERVE

If you have questions regarding this information, or wish to receive definitions of any additional terms or indexes used in this report, please contact your Wealth Management Advisor or Portfolio Manager.

Important disclosures and definitions of terms and indexes

Important disclosures (Page 1 of 2)

NOT A DEPOSIT	NOT FDIC INSURED	MAY LOSE VALUE	NOT BANK GUARANTEED	NOT INSURED BY ANY FEDERAL GOVERNMENT AGENCY
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This information represents the opinion of U.S. Bank and is not intended to be a forecast of future events or a guarantee of future results. Views are subject to change at any time based upon market or other conditions and are current as of the date indicated on these materials.

The factual information provided has been obtained from sources believed to be reliable, but is not guaranteed as to accuracy or completeness.

U.S. Bank and its representatives do not provide tax or legal advice. Each client's tax and financial situation is unique. Clients should consult their tax and/or legal advisor for advice and information concerning their particular situation.

Past performance is no guarantee of future results. All performance data, while deemed obtained from reliable sources, are not guaranteed for accuracy.

Any index for which performance is shown is unmanaged and its performance does not include any management fees, transaction costs or other charges that may be incurred in connection with a client account, including any fund operating expenses. Any index or other benchmark whose return or risk figures are shown for comparison purposes may include different holdings, a different number of holdings, and a different degree of investment in individual securities, industries or economic sectors, and may have different risk return characteristics, than the fund to which it is compared. You cannot invest directly in an index.

Based on our strategic approach to creating diversified portfolios, guidelines are in place concerning the construction of portfolios and how investments should be allocated to specific asset classes based on client goals, objectives and tolerance for risk. Not all recommended asset classes will be suitable for every portfolio. Hedged investment strategies are typically available via hedge funds which may not be appropriate for all clients due to the speculative nature and high degree of risk involved in these investments.

Mutual fund investing involves risk; principal loss is possible. Investing in certain funds involves special risks, such as those related to investments in small- and mid-capitalization stocks, foreign, debt, and high-yield securities, and funds that focus their investments in a particular industry, or employ a long-short strategy. Please refer to the fund prospectus for additional details pertaining to these risks. An investment in money market funds is not insured or guaranteed by the Federal Deposit Insurance Corporation or any other government agency. Although these funds seek to preserve the value of an investment at \$1.00 per share, it is possible to lose money by investing in these funds.

U.S. Bank is not responsible for and does not guarantee the products, services or performance of its affiliates or third party providers. U.S. Bancorp Asset Management, Inc. (USBAM) is a registered investment advisor and subsidiary of U.S. Bank National Association. USBAM serves as investment advisor to the First American Funds. First American Funds are distributed by Quasar Distributors, LLC, an affiliate of the investment advisor. U.S. Bank may enter into agreements with other non-proprietary mutual funds or their service providers whereby U.S. Bank provides shareholder services and/or sub-transfer agency, custodial and other administrative support services and receives compensation for these services. Compensation received by U.S. Bank directly or indirectly from mutual funds does not increase fund fees and expenses beyond what is disclosed in the fund prospectuses. For more information, review the fund prospectus. U.S. Bank has a 9.5 percent ownership interest in Windy City Investment Holdings, LLC, the parent of Nuveen Investments, Inc. U.S. Bank provides shareholder and other non-advisory services to certain Nuveen Funds for a fee.

Important disclosures (Page 2 of 2)

Equity securities are subject to stock market fluctuations that occur in response to economic and business developments. **Stocks of small- and mid-cap companies** pose special risks, including possible illiquidity and greater price volatility than stocks of larger, more established companies. **Growth investments** focus on stocks of companies whose earnings/profitability are accelerating in the short term or have grown consistently over the long term. Such investments provide minimal dividends which could otherwise cushion stock prices in a market decline. Investors should carefully consider the additional risks involved in growth investments. **Value investments** focus on stocks of income-producing companies whose price is low relative to one or more valuation factors, such as earnings or book value. Investors should carefully consider the additional risks involved in value investments. **International investing** involves risks not typically associated with domestic investing, including risks of adverse currency fluctuations, potential political and economic instability, different accounting standards, foreign government regulations, currency exchange rates, limited liquidity, and volatile prices. Investing in **emerging markets** may involve greater risks than investing in more developed countries. In addition, concentration of investments in a single region may result in greater volatility. Investments in **real estate** can be subject to fluctuations in the value of the underlying properties, the effect of economic conditions on real estate values, changes in interest rates and risks related to renting properties, such as rental defaults. **Fixed-income investments** are subject to various risks, including changes in interest rates, credit quality, market valuations, liquidity, prepayments, early redemption, corporate events, tax ramifications, and other factors. Investment in debt securities typically decrease in value when interest rates rise. The risk is usually greater for longer-term debt securities. Investments in lower-rated and non-rated securities present a greater risk of loss to principal and interest than higher-rated securities. Foreign investing entails additional risks, including currency fluctuations, political and economic instability, accounting changes, and foreign taxation. Securities may be less liquid and more volatile. Investments in **high-yield bonds** offer the potential for high current income and attractive total return, but involve certain risks. Changes in economic conditions or other circumstances may adversely affect a bond issuer's ability to make principal and interest payments. An **inflation protected security** is a special type of note or bond designed to offer protection from inflation. Interest payments vary with the rate of inflation. These securities offer a lower return compared to other similar investments. The principal value may increase or decrease with the rate of inflation. **Alternative investments** very often use speculative investment and trading strategies. There is no guarantee that the investment program will be successful. Alternative investments are designed only for sophisticated investors who are able to tolerate the full loss of an investment. These products are not suitable for every investor, even if the investor does meet the financial requirements. It is important to consult with your investment professional to determine how these investments might fit your asset allocation, risk profile, and tax situation. There are special risks associated with an investment in **commodities**, including market price fluctuations, regulatory changes, interest rate changes, credit risk, economic changes, and the impact of adverse political or financial factors. An investment in a **hedge fund** involves a substantially more complicated set of risk factors than traditional investments in stocks and bonds. Hedge funds are speculative and involve a high degree of risk. **Private equity** consists of investors and funds that make investments directly into private companies or conduct buyouts of public companies that result in a delisting of public equity. Potential investors should remember that investments in private equity are illiquid by nature and typically represent a long-term binding commitment. The investments made by private equity funds are not readily marketable and the valuation procedures for these positions are often subjective in nature. **Structured products** are subject to market risk and/or principal loss if sold prior to maturity or if the issuer defaults on the security. Structured Products Pricing Supplements and Prospectuses should be reviewed by the client prior to approving or directing an investment in these securities. Clients should contact their Portfolio Manager directly to request and review Structured Product Pricing Supplements and Prospectuses for each structured product they may wish to purchase.

Definitions of report terms & frequently used indexes (page 1 of 5)

Accredited Investor

Private placement securities generally require that investors be accredited due to the additional risks and speculative nature of the securities. For individuals, the criteria is met by any natural person whose individual net worth or joint net worth with that person's spouse, at the time of purchase, exceeds \$1,000,000, excluding the value of the primary residence of such natural person, calculated by subtracting from the estimated fair market value of the property the amount of debt secured by the property, up to the estimated fair market value of the property.

Alpha

A statistic measuring that portion of a stock, fund or composite's total return attributable to specific or non-market risk. Alpha measures non-market return and indicates how much value has been added or lost. A positive Alpha indicates the fund or composite has performed better than its Beta would predict (i.e., the manager has added value above the benchmark). A negative Alpha indicates a fund or composite has underperformed given the composite's Beta.

Alternative Investments

As used by U.S. Bank, an investment considered to be outside of the traditional asset classes of long-only stocks, bonds and cash. Examples of alternative investments include hedge funds, private equity, options, and financial derivatives.

Beta

Beta is a measure of the volatility, or systematic risk, of a security or a portfolio in comparison to the market as a whole. A Beta of 1 indicates that the security's price will move with the market. A beta of less than 1 means the security will be less volatile than the market. A Beta greater than 1 indicates that the security's price will be more volatile than the market.

Consumer Price Index (CPI)

A measure of the average change in prices over time in a market basket of goods and services and is one of the most frequently used statistics for identifying periods of inflation and deflation.

Price/Earnings Ratio (P/E)

The P/E ratio of a company is calculated by dividing the price of the company's stock by its trailing 12-month earnings per share. A high P/E usually indicates that the market is paying a premium for current earnings because it believes in the firm's ability to grow its earnings. A low P/E indicates the market has less confidence that the company's earnings will increase. Within a portfolio, P/E is the weighted average of the price/earnings ratios of the stocks in the portfolio.

Qualified Purchaser

Private placement securities generally require that investors be accredited due to the additional risks and speculative nature of the securities. For individuals, the criteria is met by a net worth of more than \$5 million in investments.

R-Squared

A statistical measure that represents the percentage of a fund or security's movements that can be explained by movements in a benchmark index. For fixed income securities, the benchmark is the Treasury bill and for equities, the benchmark is the S&P 500 Index.

Sharpe Ratio

Measures risk-adjusted performance. Intended to tell whether a portfolio's returns are due to smart investment decisions or a result of excess risk. The greater a portfolio's Sharpe ratio, the better its risk-adjusted performance has been. A negative Sharpe ratio indicates that a riskless asset would perform better than the security being analyzed.

Sortino Ratio

Intended to differentiate between good and bad volatility. Similar to the Sharpe ratio, except it uses downside deviation for the denominator instead of standard deviation, the use of which doesn't discriminate between up and down volatility.

Spread

The difference between the yields of two bonds with differing credit ratings (most often, a corporate bond with a certain amount of risk is compared to a standard traditionally lower risk Treasury bond); the bond spread will show the additional yield that could be earned from a bond which has a higher risk.

Definitions of report terms & frequently used indexes (page 2 of 5)

Standard Deviation

It is applied to the annual rate of return of an investment to measure the investment's volatility. Also known as historical volatility; it is used by investors as a gauge for the amount of expected volatility.

Tracking Error

A divergence between the price behavior of a position or a portfolio and the price behavior of a benchmark. This is often in the context of a hedge or mutual fund that did not work as effectively as intended, creating an unexpected profit or loss instead.

Traditional Investments

As used by U.S. Bank, an investment made in equity, fixed income or cash securities, mutual funds, or exchange-traded funds (ETFs) where the investor buys at a price with the goal that the investment will go up in value.

Treynor Ratio

A ratio developed to measure returns earned in excess of that which could have been earned on a riskless investment. Also known as the "reward-to-volatility" ratio.

Turnover Ratio

The percentage of a mutual fund or other investment vehicle's holdings that have been "turned over" or replaced with other holdings in a given year.

U.S. Treasury Bills

Short-term debt securities issued by the U.S. Government and are considered to be the most marketable money market security.

Yield

The annual rate of return on an investment, expressed as a percentage. For bonds, it is the coupon rate divided by the market price. For stocks, it is the annual dividend divided by the market price.

BofA Merrill Lynch U.S. 7-10 Year Index

Tracks the performance of U.S. dollar denominated investment grade rated corporate debt publicly issued in the U.S. domestic market and includes all securities with a remaining term to maturity of greater than or equal to seven years and less than 10 years.

BofA Merrill Lynch U.S. Corporate Master Index

Tracks the performance of U.S. dollar denominated investment grade corporate debt publicly issued in the U.S. domestic market.

BofA Merrill Lynch U.S. High Yield Master II Index*

Commonly used benchmark index for high yield corporate bonds and tracks the performance of U.S. dollar denominated below investment grade rated corporate debt publicly issued in the U.S. domestic market. Used to represent the asset class "high yield fixed income" for U.S. Bank asset allocation purposes.

Barclays Capital Aggregate Bond Index*

Measures the investment grade, U.S. dollar-denominated, fixed-rate taxable bond market, including Treasuries, government-related and corporate securities, mortgage-backed securities, asset-backed securities and commercial mortgage-backed securities. Used to represent the asset class "investment grade fixed income" for U.S. Bank asset allocation purposes.

Barclays Capital Corporate Bond Index

Includes all publicly issued, fixed-rate, nonconvertible, dollar-denominated, SEC-registered, investment-grade corporate debt.

Barclays Global Treasury ex-U.S. Index*

Includes government bonds issued by investment grade countries outside the United States, in local currencies, that have a remaining maturity of one year or more and are rated investment grade. Used to represent the asset class "foreign sovereign debt" for asset allocation purposes.

Barclays Capital Government Index

Includes U.S. government and government agency securities (other than mortgage securities) with maturities of one year or more.

Definitions of report terms & frequently used indexes (page 3 of 5)

Barclays High Yield Bond Index

Consists of all domestic and corporate bonds rated Ba and below with a minimum outstanding amount of \$150 million and maturing in over one year.

Barclays Capital Intermediate Aggregate Index

Consists of 1-10 year government bonds, 1-10 year corporate bonds, all mortgages, and all asset-backed securities within the Aggregate Index.

Barclays Capital Intermediate Government/Credit Index

Based on all publicly issued intermediate government and corporate debt securities with maturities of 1-10 years and represents asset types which are subject to risk, including loss of principal.

Barclays Mortgage-Backed Securities Index

Covers agency mortgage-backed pass-through securities (both fixed-rate and hybrid adjustable-rate mortgages) issued by Ginnie Mae (GNMA), Fannie Mae (FNMA), and Freddie Mac (FHLMC).

Barclays Capital Municipal Bond Index

Comprised of fixed-rate, investment-grade, tax-exempt bonds with maturities of one year or more.

Barclays Capital U.S. Insured Municipal Bond Index*

An unmanaged, market-value-weighted index of investment-grade U.S. domiciled municipal bonds with maturities of one year or more. Used to represent the asset class "municipal fixed income" for U.S. Bank asset allocation purposes.

Barclays US Treasury US TIPS Index*

An unmanaged index includes all publicly issued, U.S. Treasury inflation-protected securities that have at least one year remaining to maturity, are rated investment grade, and have \$250 million or more of outstanding face value. Used to represent the asset class "inflation-protected securities (fixed income)" for U.S. Bank asset allocation purposes.

Cambridge Associates LLC US Private Equity Index*

This index is based on returns data compiled for U.S. private equity funds (including buyout, growth equity and mezzanine funds) that represent the majority of institutional capital raised by private equity partnerships formed since 1986. Used to represent the asset class "private equity" for U.S. Bank asset allocation purposes.

Dow Jones Industrial Average (DJIA)

The price-weighted average of 30 significant U.S. stocks traded on the New York Stock Exchange and NASDAQ. The DJIA is the oldest and single most watched index in the world.

Dow Jones U.S. Select REIT Index*

Measures the performance of publicly traded Real Estate Investment Trusts (REITs) and REIT-like securities. Used to represent the asset class "U.S. listed real estate" for U.S. Bank asset allocation purposes.

HFRI Equity Hedge (EH) Total Index (or HFRIEHI)*

An equally weighted index that uses the HFR (Hedge Fund Research) database and consists only of equity hedge funds with a minimum of \$50 million or a 12-month track record and that is reported in U.S. dollars. It is calculated and rebalanced monthly, and shown net of all fees and expenses. Equity hedge strategies invest in a core holding of all equities hedged at all times with short sales of stocks/or stock index options. Some maintain a substantial portion of assets within a hedged structure and commonly employ leverage. Where short sales are used, hedged assets may be comprised of an equal dollar value of long and short stock positions. Other variations use short sales unrelated to long holdings and/or puts on the S&P 500 index and put spreads. Conservative funds mitigate market risk by maintaining market exposure from zero to 100 percent. Aggressive funds may magnify market risk by exceeding 100 percent exposure. Used to represent the asset class "hedged equity" for U.S. Bank asset allocation purposes.

Definitions of report terms & frequently used indexes (page 4 of 5)

HFRI Relative Value Fixed Income Corporate Index (HFRIFIHY)*

An equally weighted index that uses the HFR (Hedge Fund Research) database and consists of only relative value fixed income corporate funds with a minimum of \$50 million or a 12-month track record and that reports in U.S. dollars. It is calculated and rebalanced monthly, and shown net of all fees and expenses. It includes strategies with an investment thesis is predicated on realization of a spread between related instruments in which one or multiple components of the spread is a fixed income instrument. Used to represent the asset class "hedged fixed income" for U.S. Bank asset allocation purposes.

Lipper Money Market Index

Comprised of funds that invest in high-quality financial instruments rated in top grades with dollar-weighted average maturities of less than 90 days.

Moody's/REAL Commercial Property Price Index (CPPI)

Data is based on actual transactions of commercial real estate compiled by Real Capital Analytics. Provides a timely and accurate indication of price changes for commercial property market as a whole.

MSCI ACWI (All Country World Index)

Designed to measure the equity market performance of developed and emerging markets.

MSCI ACW ex-U.S. (All Country World Index, excluding U.S.)

Tracks the performance of stocks representing developed and emerging markets around the world that collectively comprise most foreign stock markets. U.S. stocks are excluded from the index.

MSCI EAFE Index*

Includes approximately 1,000 companies representing the stock markets of 21 countries in Europe, Australasia and the Far East. Used to represent the asset class "developed foreign equity" for U.S. Bank asset allocation purposes.

MSCI Emerging Markets Index*

Designed to measure equity market performance in global emerging markets. Used to represent the asset class "emerging foreign equity" for U.S. Bank asset allocation purposes.

MSCI U.S. REIT Index

Represents approximately 85 percent of the U.S. REIT (Real Estate Investment Trust) universe.

NAREIT Index

Includes REITs (Real Estate Investment Trusts) listed on the New York Stock Exchange, NASDAQ and American Stock Exchange.

NASDAQ Composite Index

A market capitalization-weighted average of roughly 5,000 stocks that are electronically traded in the NASDAQ market.

NCREIF NPI Property Index*

A quarterly time series composite total rate of return measure of investment performance of a very large pool of individual commercial real estate properties acquired in the private market for investment purposes only. All properties in the NPI have been acquired, at least in part, on behalf of tax-exempt institutional investors, the great majority being pension funds. As such, all properties are held in a fiduciary environment. Used to represent the asset class "direct real estate" for U.S. Bank asset allocation purposes.

Russell 1000 Index

Measures the performance of the 1,000 largest companies in the Russell 3000 Index and is representative of the U.S. large capitalization securities market.

Russell 2000 Index

Measures the performance of the 2,000 smallest companies in the Russell 3000 Index and is representative of the U.S. small capitalization securities market.

Russell 3000 Index

Measures the performance of the 3,000 largest U.S. securities based on total market capitalization.

Definitions of report terms & frequently used indexes (page 5 of 5)

S&P 500 Index

Consists of 500 widely traded stocks that are considered to represent the performance of the U.S. stock market.

S&P/Case-Shiller Home Price Indexes

A group of indexes that track changes in home prices throughout the United States. Case-Shiller produces indexes representing certain metropolitan statistical areas (MSA) as well as a national index.

S&P Developed ex-U.S. Property*

Measures the investable universe of publicly traded property companies domiciled in developed and emerging markets excluding the United States. The companies included are engaged in real estate related activities such as property ownership, management, development, rental and investment. Used to represent the asset class "foreign listed real estate" for U.S. Bank asset allocation purposes.

S&P GSCI Commodity Index*

A composite index of commodity sector returns that is broadly diversified across the spectrum of commodities. Used to represent the asset class "commodities" for U.S. Bank asset allocation purposes.

S&P MidCap 400 Index

The most widely used index for mid-sized companies and covers over seven percent of the U.S. equities market.

S&P SmallCap 600 Index

Designed to be an efficient portfolio of companies that represent an accurate measure of small U.S. companies, reflecting risk and return characteristics of the broader small-cap universe.

S&P 500/Citigroup Growth Index

Consists of those stocks within the S&P 500 that exhibit strong growth characteristics and are then numerically ranked based on three growth factors and four value factors to determine the constituents of the index and their ranking.

S&P 500/Citigroup Value Index

Consists of those stocks within the S&P 500 that exhibit strong value characteristics and are then numerically ranked based four value factors and three growth factors to determine the constituents of the index and their ranking.

Wilshire 5000 Total Stock Market Index*

A market-capitalization-weighted index of the market value of all stocks actively traded in the United States. Used to represent the asset class "U.S. equities" for U.S. Bank asset allocation purposes.

*These indices cover each of the sub-asset classes (Tier 2) used to compile the investment objectives, which define the asset allocation guidance used for U.S. Bank portfolios. Some investment objectives do not utilize all of these asset classes. If you have any questions about the investment objective for your portfolio, please contact your Portfolio Manager.

ROBINA FOUNDATION

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

May 7, 2015

Ms. Joan Dassin
15 River Street, Apt. 306
Boston, Massachusetts
02108

Dear Ms. Dassin,

During the past several months you and I have discussed the Robina Foundation's interest in hiring a consultant to assist in the evaluation of the Foundation's support of two initiatives through grants to the Council on Foreign Relations: *An Expanded Diversity Initiative in Foreign Policy* and *The Expanded Diversity Initiative in Foreign Policy – Additional Activities*. We are pleased that you have agreed to conduct the work described in the attached memorandum dated May 2015.

As detailed in the memorandum, your work will involve up to the equivalent of approximately 20 days between May 15, 2015, and August 15, 2015, culminating in the submission of your report by August 15, 2015. As compensation for this work, the Foundation will pay you a flat fee of \$10,000. In addition, the Foundation will reimburse you for your expenses in connection with this work, as outlined in the memorandum.

This letter and the attached memorandum represent our agreement concerning the consultancy work you will perform. Please sign and date this letter below to attest your agreement.

Sincerely,

Penny Hunt

Penny Hunt
Executive Director

The undersigned Joan Dassin hereby agrees to perform the evaluation described in this letter and the attached memorandum.



Dated: May 8, 2015

Joan Dassin

ROBINA FOUNDATION

cfr

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Executive Director

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_____ Dated: _____

Joan Dassin

ROBINA FOUNDATION

TO: Joan Dassin

FROM: Penny Hunt

RE: Evaluation of Robina Foundation Grants to the Council on Foreign Relations

DATE: May 2015

Following is a summary of the scope and work for your consultation with the Robina Foundation (the Foundation) to evaluate two of the Foundation's grants to the Council on Foreign Relations (CFR).

Grant #1: An Expanded Diversity Initiative in Foreign Policy

Initial grant: 3-year grant totaling \$1,274,248, which was extended for 1 year with additional support of \$446,117.

CFR Activities supported:

- *Franklin Williams Internship Program* by the addition of three new internship opportunities
- *Partnership with the International Career Advancement Association* to open its annual conference in Washington, DC, to include a broader minority audience
- *Increased Participation in Career Fairs that Target Diverse Student Populations*

CFR/Humanity in Action (HIA), activities supported:

- Addition in the number of African American, Asian, Hispanic, Alaskan Native, or American Indian students in HIA's summer fellowship program
- CFR hosted two-day workshop at CFR to enhance the experience of the American participants in HIA's summer fellowship program

Note: the evaluation will focus on the CFR activities and addition of diversity participants in the HIA summer fellowship program, but will not involve evaluation of the HIA's summer fellowship program itself.

Goal:

Initiative seeks to enrich and diversify the American foreign policy community through efforts to identify talented members of underrepresented groups, expose them to career possibilities in foreign policy, actively encourage them to consider working in the field, and develop the personal networks that will help them further their careers.

Grant #2: The Expanded Diversity Initiative in Foreign Policy – Additional Activities

3-year grant totaling \$2,575,357 (\$2,467,411 approved in August 2013 and \$107,946 approved in November 2013 to cover HIA administrative expenses)

Activities supported:

- CFR Partnership with HIA to create *Diplomacy and Diversity Initiative* (name chosen after proposal approved)
- Increased support for CFR's implementation of various diversity initiatives

Primary Goal: Enhance the initiative by adding a program that targets graduate students from underrepresented populations with a demonstrated interest in foreign policy or international relations and expose them to pressing questions of diversity and diplomacy, give them 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.

Note: the evaluation will focus on the development and implementation of the *Diplomacy and Diversity* program, the new program for graduate students funded by Grant #2. CFR's expanded administrative expenses need not be evaluated since the staffing has been changed.

The Evaluation

Your work will involve:

- Review of the grant documents listed below;
- Meetings / conversations / or correspondence with:
 - Key staff at CFR and HIA involved with supported activities;
 - Representatives of the International Career Advancement Association, CFR's partner in the annual diversity conference;
 - One or two minority participants in HIA Fellowship Program;
 - Up to six Franklin Williams Fellows, at least one from each year;
 - Up to six participants in the Diplomacy and Diversity Program, at least one from each year;
 - Up to four university-based partners working with CFR to build a pipeline of minority students interesting in international relations careers (or some other ways to evaluate participation in minority recruiting fairs).
- Attendance at the *Diplomacy and Diversity* program activities in Washington D.C. which take place May 31 – June 3;
- Preparation of a written report, including an executive summary, which
 - evaluates implementation of the grant activities and programs using the measures included in the grant proposals;
 - considers the following additional questions:
 - the cost effectiveness of the various activities supported by Robina grants;

- whether the different activities take place at the best time in young people's lives and in the best way to be effective;
- whether the activities Robina is funding are the best use – or a good use – of our funds to achieve the goals identified;
- whether the activities supported should be changed in any way or whether there are other activities that would be more effective.

(The activities supported reflect two different approaches: e.g. the Conference on Diversity in International Affairs reaches a large number of people for a limited period of time, while the Diplomacy and Diversity Program is an intense program that impacts a small number of people in a more concentrated way. We are interested in the assessment of the two approaches.)

- provides recommendations for changes, additions, etc. to supported work.

Timing

Your work will involve up to the equivalent of approximately 20 days between May 15, 2015 and August 15, 2015, with submission of the report by August 15.

Compensation

The Foundation will pay you a flat fee of \$10,000 for your work on the evaluation.

Estimated Expense Budget

We will reimburse you for your expenses, currently estimated to include the following:

2 round trips (by air) Boston - DC + hotel 5 nights + meals, airport transfers and local transportation

2 round trips (by train) Boston - NY - No hotel, meals or transfers needed

Grant Documents:

Grant #1:

- Proposal: March 2012
- Six Month Report: March 2012 – June 2012
- Annual Report: March 2012 – February 2013
- Six Month Report: March 2013 – July 2013
- Annual Report: March 2013 – April 2014 (CFR activities only; report on activities in connection with HIA included in grant noted below)
- Six Month Report: April 2014 – October 2014 (CFR activities only)

Grant #2:

- Proposal: July 2013 (final Budget below)
- Annual Report: March 2013 – April 2014 (CFR/HIA activities supported by Grant #1 and Grant #2)
- Six Month Report: April 2014 - October 2014 (CFR/HIA activities supported by Grant #1 and Grant #2)
- Grant Budget with HIA administrative expenses

Additional material provided by CFR and/or HIA.

Organization Contacts

Robina Foundation:

Penny Hunt, Executive Director: pennhunt@gmail.com; 612-381-7790

Nancy Gilberg, Administrative Consultant: ngilberg@robinafoundation.org; 612-333-2313

Council on Foreign Relations

James Lindsay, Senior VP, Director of Studies and Maurice R. Greenberg Chair:

jlindsay@cfr.org; 202-509-8405 and 212-434-9626

(Jim will identify other CFR staff (e.g. in human resources))

Humanity in Action

Judith Goldstein, Founder and Executive Director:

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