



[Robina Foundation](#)

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ROBINA FOUNDATION
Board Meeting

March 2-4, 2015

Location: New York City

Lodging: The Lotos Club

5 East 66th Street, New York 10065

Phone: 212-737-7100

ROBINA FOUNDATION

TO: Robina Board of Directors
FROM: Penny Hunt
RE: March 2015 Board Meeting

Our "Listening Tour" meetings with the Council on Foreign Relations and the other discussions scheduled to take place during the Robina Board's winter meeting should make our time together interesting. When Nancy and I started to develop the agenda for the meeting, we thought the agenda would be "light." As always, though, additional items came up!

We have been missing Peter and Gordy's input and insights and are delighted that Peter plans to join the board meeting by conference call and that Gordy will attend in person. Full attendance, by whatever means, will be wonderful!

Thanks once again to Steve Schroeder whose membership in The Lotos Club makes possible our stay there. We appreciate the convenience of the Club even though no jeans are allowed! Thanks also to Susan for suggesting our dinner at Cognac East. We ate there several years ago when it featured Italian food. The food is French now.

As always, please feel free to contact me if you have questions or concerns about the meeting. I look forward to seeing you in New York and to our discussions.

ROBINA FOUNDATION

Robina Foundation Board Meeting March 2-4, 2015 New York City

Monday, March 2

6:30 p.m. Board Dinner: The Lotos Club Grill

Lodging: The Lotos Club, 5 East 66th Street, New York 10065
Phone: 212-737-7100

Tuesday, March 4

7:30 a.m. Continental Breakfast at The Lotos Club

8:30 a.m. Transportation to Council on Foreign Relations
(within walking distance)

8:45 a.m. Board Meeting at Council on Foreign Relations
58 East 68th Street, NY 10065

6:00 p.m. Dinner at Cognac East, 963 Lexington Avenue, NYC 10021
Phone: 212-249-5100

Lodging: The Lotos Club

Wednesday, March 5

7:30 a.m. Continental Breakfast in The Lotos Club Directors Room

8:00 a.m. Board Meeting in The Lotos Club Directors Room

11:00 a.m. Adjournment

Robina Foundation Board Meeting

Tuesday, March 3, 2015

8:30 a.m. to 5:00 p.m.

Council on Foreign Relations, 58 East 68th Street, NY 10065

A G E N D A

TIME		TAB
7:30 a.m.	Continental Breakfast at The Lotos Club	
8:30 a.m.	Transportation to Council on Foreign Relations (or within walking distance)	
8:45 a.m.	Welcome and Call to Order – Blatz	
8:50 a.m.	Minutes of November 13, 2014 – Berresford - Action	1
8:55 a.m.	Executive Director's Report - Hunt	2
9:05 a.m.	2015 Operating Budget – Hunt - Action	3
9:30 a.m.	CFR Diversity Initiatives: Discussion	4
10:30 a.m.	"Listening Tour" Discussion • Yale Meeting Debrief ➢ January 2nd Email with Attachments ➢ Yale Follow-up to December Meetings • Listening Tour Meeting Schedule • Preparation for CFR Meetings	5
11:30 a.m.	Lunch	
12 Noon to 4 p.m.	"Listening Tour" meetings with Council on Foreign Relations	6
6:00 p.m.	Dinner • Brasserie Cognac, 963 Lexington Avenue, NYC 10021	

Robina Foundation Board Meeting

Wednesday, March 4, 2015

8:00 a.m. to 11:00 a.m.

The Lotos Club Directors Room

A G E N D A

TIME		TAB
7:30 a.m.	Continental Breakfast in The Lotos Club Directors Room	
8:00 a.m.	Welcome and Call to Order – Blatz	
8:05 a.m.	Treasurer's Report – Lewis • Assets and Grants • Sullivan's 2014 4th Quarter Financial Report	7
<u>8:25 a.m.</u>	Grant Report • ANWH/Allina ➤ <i>LifeCourse</i> Annual Report ➤ Late-in-Life Article ➤ <i>LifeCourse</i> Implementation	8
9:00 a.m.	"Listening Tour" Discussion • Council on Foreign Relations Debrief	
10:00 a.m.	Other Business • 2015 Board Meeting Dates: May 12 (Conference Call 10 a.m. to 12 Noon CDT); August 31 – September 2 (Minneapolis); November 19 (Possible all-day meeting in Minneapolis <u>or</u> Conference Call) • 2016 Board Meeting Dates: February 22-24 (Location to be determined); May 17 (Conference Call 10 a.m. to 12 Noon CDT); August 29-31 (Minneapolis); November 17 (Conference Call 10 a.m. to 12 Noon CST)	9
11:00 a.m.	Adjournment	

1	BOARD MEETING MINUTES November 13, 2014
2	EXECUTIVE DIRECTOR'S REPORT
3	2015 OPERATING BUDGET
4	CFR DIVERSITY INITIATIVES: DISCUSSION
5	"LISTENING TOUR" DISCUSSION YALE UNIVERSITY
6	"LISTENING TOUR" MEETING WITH COUNCIL ON FOREIGN RELATIONS
7	TREASURER'S REPORT
8	GRANT REPORT ANWH/ALLINA <i>LifeCourse</i>
9	<i>Other Business</i> "LISTENING TOUR" DISCUSSION Council on Foreign Relations Debrief
10	

**Robina Foundation
Meeting Minutes
November 13, 2014**

A meeting of the Board of Directors of the Robina Foundation, a Minnesota nonprofit corporation, was held on November 13, 2014, via conference call.

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

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

Sharon Grady was present and served as recorder.

Prior to the official start of the meeting, Schroeder updated the Board on Karoff's health.

Welcome and Call to Order

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

Minutes of August 12-13, 2014, Annual Meeting

A motion made and seconded to approve the Minutes of the August 12-13, 2014, Annual 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 information highlighting participation of Board Members Blatz and Lewis, along with Hunt and Gilberg, in the recent launch of the University of Minnesota Law School's Center for New Americans.

Treasurer's Report

In connection with Board Members' review of Foundation Investment Consultant Mike Sullivan's Third Quarter Financial Report, Lewis reported that he had spoken with Sullivan, who will work with USbank on revisions to the Foundation's investment policy guidelines to conform with current investment strategies. Board Members noted Sullivan's comment that use of the DJ Wilshire 5000 index to evaluate the Foundation's equities is inappropriate because the Wilshire index includes reinvested dividends, while dividends in Robina's portfolio are not reinvested, but are put in the Foundation's cash account to pay grants. As a result, the performance of the Foundation's equities was better than stated. A new benchmark will be identified to properly measure the Foundation's equity investments.

Robina Grantmaking

Board Members discussed the Draft Grantmaking Principles included in the Board Book and plans for the "Listening Tour" meetings with Robina Grantees. Hunt agreed to revise the Guiding Principles based on Board Members' comments and circulate the revised draft

to Board Members before sending them to Robina Grantees. Board Members agreed that Listening Tour Meetings with all Robina Grantees should be completed by June 1 so that discussions at August meeting can evaluate all programs and determine next steps for future grantmaking. The November 2015 board meeting will be an all-day, in-person meeting if needed.

Council on Foreign Relations: Review of Expanded Diversity Initiatives

Hunt asked the Board to ratify the Board's email approval of a bridge grant to CFR to extend support of the Expanded Diversity Initiatives in view of the delayed timing of the outside review of all of the diversity initiatives.

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\$446,117* A motion made and seconded to ratify the Board's email approval of a \$470,722 bridge grant to the Council on Foreign Relations to support the Expanded Diversity Initiative during 2015 was unanimously approved by the Board.

Board Members then discussed the criteria for selection of outside reviewers of the diversity initiatives, the list of possible reviewers identified by Board Members and Jim Lindsay and the procedure for conducting the review. Board Members identified two key qualities for the outside reviewers:

- 1) Reviewers should have a working knowledge of fellowship or other programs seeking to breakdown barriers and expand involvement of underrepresented groups in a field or profession;
- 2) In order to assure the objectivity of the review, reviewers should not have held leadership or staff positions within the Council on Foreign Relations or Humanity in Action, although membership in CFR is not a barrier to participation.

Two potential reviewers were identified by Board Members:

- 1) Joan Dassin, formerly Executive Director of International Fellowships Program of the Ford Foundation, currently a professor at Brandeis University.
- 2) Ruby Puryear Hearn, formerly with the Robert Wood Johnson Foundation.

Hunt will notify Jim Lindsay at CFR of the Board's recommendations concerning reviewers along with questions reviewers should address and will work with Jim to facilitate the review so that it is completed by the end of September 2015.

Grantee Reports

Abbott Northwestern Hospital: Care COPILOT Institute (CCI) Revised Strategy

Hunt reported on her conversation with Kim Radel and Penny Wheeler after the Board's August decision to decline significant new funding for the Care COPILOT Institute and her meeting with Radel and Heather Britt to discuss the revised strategy described in the proposal. Board Members agreed that the revised strategy responds to Robina's directions for the use of remaining Robina funds.

Council on Foreign Relations: *Expanded Diversity Initiatives*. CFR Activities and CFR/HIA Activities

Discussion of the two reports focused on the information we hope to learn from the outside review and perhaps also during the Listening Tour: e.g. what kinds of activities are the most effective, what is the key moment in a career for these kinds of activities, are there ways to enhance the Franklin Williams internships.

University of Minnesota Law School: Scholarship Match

Blatz and Hunt reported on a conversation with Dean Wippman concerning the successful use of Robina matching funding to attract new donors. Dean Wippman will provide more details on the program during the Robina Listening Tour.

University of Minnesota Law School: *Institute on Criminal Law & Criminal Justice*

Hunt reminded Board Members that the Foundation's funding of this initiative will end when current commitments are paid. Payment of the final two years of funding for the Sentencing Initiatives is conditioned on the University's successful achievement of the deliverables developed for the program. Assessment of the deliverables will take place in 2015.

Yale University: *Yale School of Drama's Status of Endowment Report*

Board Members suggested that we review our agreement with Yale to determine if restructuring the "Current Use Fund" as a wasting endowment, which would give the School of Drama the flexibility to draw on the account when needed or leave it invested. Hunt agreed to follow up.

Other Business

Board Members reviewed the meeting dates for 2015 and 2016 to assure that the dates fit Members' schedules.

Adjournment

There being no other business, the meeting was adjourned.

Respectfully Submitted,

Susan Berresford, Secretary

Date

**ROBINA FOUNDATION
BOARD OF DIRECTORS MEETING
March 3, 2015
EXECUTIVE DIRECTOR'S REPORT**

Listening Tour

Following the November Board Meeting, I revised Robina's "Guiding Principles" based on the Board's discussion during the meeting and distributed the revised version to Robina Grantees.

Yale

After Patty Pedersen and I finalized plans for the December 17 Yale Listening Tour meetings, Nancy and I worked to compile and distribute information for Robina participants in the meetings. Susan, Marianne, Steve Lewis and I attended the day-long series of meetings with leaders of five initiatives/schools at Yale. We were joined by the Provost for lunch. After the meetings, I followed up with Patty to review Robina's plans for further consideration of funding opportunities at Yale and to respond to questions from Yale participants in the Listening Tour meetings.

Tab 5 includes the email I sent describing the meetings and Robina participants' evaluation of the programs discussed, along with material Yale provided in response to questions we asked during the meetings.

CFR

Although we originally anticipated conducting our Listening Tour sessions with CFR in late January, we realized that scheduling those sessions during the March Board Meeting offered an opportunity for all Board Members to participate. I consulted with Jim Lindsay on the agenda for the meetings.

University of Minnesota Law School and Allina

We have now scheduled our Listening Tour meetings with the University of Minnesota Law School and Allina. (Thanks to all of you for letting us know your availability!) Since the situation at each of Robina Grantees is different, I am consulting with David Wippman and Penny Wheeler on the purpose, format and substance of the meetings at the U and Allina.

CFR

Steve Lewis Orientation Meetings

Since Steve has joined Gordy as Lead Director for the Council on Foreign Relations, Steve and I agreed that although he is quite familiar with CFR and its work, orientation meetings would update him on CFR and help him in his work as a Lead Director. Orientation meetings were planned for January 27 in Washington DC and January 28 in New York City. I worked with Steve and Jim Lindsay to identify discussions that would provide Steve with information, particularly on CFR's budget and operations. Unfortunately Mother Nature had other ideas, and the meetings were cancelled in anticipation of the great blizzard of 2015 that wasn't!

Steve was able to re-schedule the DC meetings for February 2, and plans to meet with CFR New York personnel on March 2 before the board meetings.

CFR Listening Tour Meetings

I provided Jim with the Foundation's Guiding Principles and other information to help him develop CFR's plans for the Listening Tour Meetings.

HIA Diversity Info

At the November Board Meeting, Board Members asked for demographic information on participants in the Diplomacy and Diversity Program Humanity in Action conducts with the Council on Foreign Relations. Attachment 1 includes that information.

University of Minnesota Law School

Gordy and I had planned to attend the January 14 Supreme Court oral argument of the Center for New American's immigration case *Mellouli v. Holder*. Unfortunately, Gordy and I were unable to attend, but I spoke with David Wippman after the proceeding, and he provided information on the media coverage – Attachment 2.

Yale School of Drama

When the Board reviewed Yale's report on the performance of the Binger Center for New Theatre Funds at the November meeting, Steve Lewis asked about the structure of Robina's \$18 million grant to Yale School of Drama, in particular the "Current Use Fund" which went down in value last year. Steve wondered if the fund could be re-structured as a wasting endowment to ensure better returns on the funds and provide Yale School of Drama with greater flexibility in the use of the funds. After I introduced the subject to Deborah Berman, Steve and I spoke with James Bundy on January 21. Not surprisingly, James was interested in the idea and indicated that he would raise the question with the Provost.

I followed up with Patty Pedersen and learned that James has spoken with the Provost, who asked Patty to analyze the impact of a change. Steve and I discussed this further with Patty, who will provide additional information on possible restructuring of the current Use Fund. Patty also acknowledged that Yale's report on the Binger Center for New Theatre Funds incorrectly reported that the current Use Fund generated a negative return. Attachment 3 is Yale's corrected report.

Basal Condo

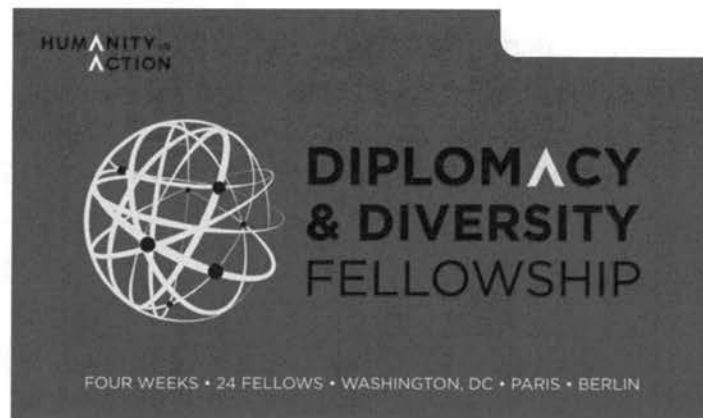
In December Marion Basal's daughter contacted the Foundation's lawyer Gina Kastel to discuss payment for repair of water damage that occurred in the condo unit. In the course of those discussions, we learned that JP Morgan had cancelled insurance on the condo when the property was transferred to Robina, so insurance was not available to pay for the repair. We paid for the repair (~\$3200), and Nancy is working on securing proper insurance on the unit in Robina's name.

During the course of Gina's conversation with Marion's daughter, Gina learned that Marion suffered a stroke and is currently living at least most of the time in Arizona. Gina suggested that we approach Marion's daughter to determine if Marion is interested/willing to sell her life estate, perhaps in connection with Robina's sale of the condo. After Kathleen and I determined that this made sense, I worked with a real estate agent to learn the approximate value of the condo and obtained the actuarial value of Marion's life estate based on the condo's value and Marion's age (90). Kathleen will contact Marion's daughter to discuss this. It would be wonderful to sell the condo and remove it from the Foundation's assets!

Miscellaneous

You will recall that I consulted with Megan Garcia, formerly at the Hewlett Foundation, when we were considering CFR's request for funding of the cyberspace initiative. Attachment 4 describes where Megan landed after she left Hewlett.

We sent flowers to congratulate Penny Wheeler when she began her new role as President and CEO of Allina Health.

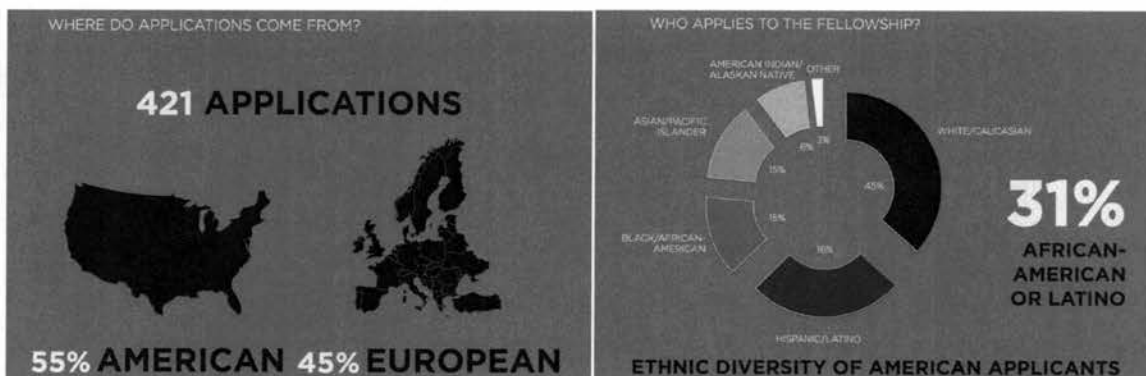


Dear Friends:

We are delighted to share with you some information on our applicants for the 2015 Diplomacy and Diversity Fellowship.

We received 421 applications for this year's fellowship. As the graphics below show, the applicant pool is accomplished and diverse in many respects – racial and ethnic background, gender, nationality, geography, university, field of study and more. We are now in the middle of the difficult task of selecting 24 fellows.

To learn more about our applicant pool, please take a look at these fascinating graphics below. [Click here](#) to see all eight graphics.



Now in its second year, the Diplomacy and Diversity Fellowship is a transatlantic program for American and European graduate students. In Washington, DC, Paris and Berlin, the program will explore the intersection of foreign affairs and diversity issues. For more information on the program, please [click here](#).

Thank you again for all of your support for this important new initiative.

Cordially,

Judy

 Judith S. Goldstein, PhD
 Founder and Executive Director
 Humanity in Action
www.humanityinaction.org

2015 Diversity & Diplomacy Fellowship Applicant Demographics

421 APPLICATIONS



55% AMERICAN



45% EUROPEAN

DEGREE PROGRAM

MA	57%
PhD	15%
MS	10%
MPA/MPP	8%
JD/LLM	6%
MPH	3%
MBA	1%

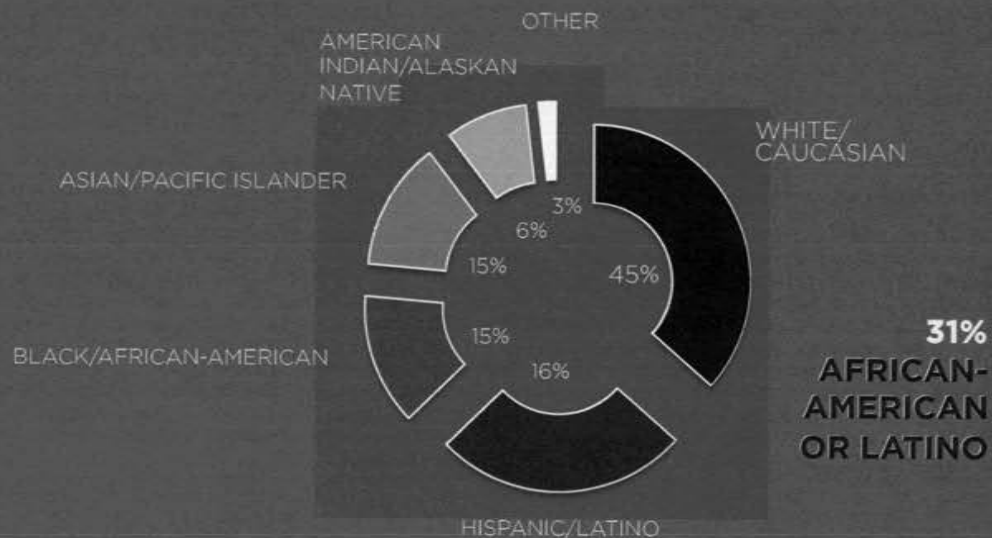
AVERAGE AGE 26



32% MALE



68% FEMALE



2015 Diversity & Diplomacy Fellowship Applicant Demographics

187 UNIVERSITIES 74 AMERICAN 113 INTERNATIONAL

GREATEST NUMBER OF APPLICANTS FROM:

16 AMERICAN UNIVERSITY
14 HARVARD UNIVERSITY
13 COLUMBIA UNIVERSITY
11 UNIVERSITY OF DENVER
10 GEORGETOWN UNIVERSITY

SCIENCES PO PARIS 11
UNIVERSITY OF SARAJEVO 8
UNIVERSITY OF WARSAW 7
UNIVERSITY OF COPENHAGEN 7
JAGIELLONIAN UNIVERSITY 7

UPPSALA UNIVERSITY COLLEGE OF EUROPE
AMERICAN UNIVERSITY UTRECHT UNIVERSITY
OHIO STATE UNIVERSITY UNIVERSITY OF LEIPZIG WARSAW UNIVERSITY
UNIVERSITY OF KENT KING'S COLLEGE LONDON UNIVERSITY OF TEXAS UNIVERSITY OF YORK
UNIVERSITY OF PRETORIA MAASTRICHT UNIVERSITY UNIVERSITY OF DENVER
UNIVERSITY OF AMSTERDAM UNIVERSITY OF WROCLAW UNIVERSITY OF LEIDEN
UNIVERSITY OF WESTMINSTER UNIVERSITY OF MICHIGAN
CARNEGIE MELLON UNIVERSITY GEORGETOWN UNIVERSITY WAGENINGEN UNIVERSITY
M UNIVERSITY CENTRAL EUROPEAN UNIVERSITY UNIVERSITY OF CINCINNATI
HAWAII PACIFIC UNIVERSITY UNIVERSITY OF TEXAS AT DALLAS OLD DOMINION UNIVERSITY
UNIVERSITY OF SOUTHERN CALIFORNIA HERTIE SCHOOL OF GOVERNANCE SCIENCES PO
LEIDEN UNIVERSITY WARSAW UNIVERSITY OF TECHNOLOGY UNIVERSITY OF INNSBRUCK
UNIVERSITY OF SYDNEY IVAN FRANKO NATIONAL UNIVERSITY OF LVIV NEW YORK UNIVERSITY
LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE UNIVERSITY OF OXFORD
JOHNS HOPKINS UNIVERSITY SCHOOL OF ADVANCED INTERNATIONAL STUDIES UNIVERSITY OF COPENHAGEN
UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL NORTH CAROLINA STATE UNIVERSITY
THE GEORGE WASHINGTON UNIVERSITY COPENHAGEN BUSINESS SCHOOL
UNIVERSITY OF PITTSBURGH WASHINGTON UNIVERSITY IN ST. LOUIS TEMPLE UNIVERSITY
FLORIDA INTERNATIONAL UNIVERSITY UNIVERSITY OF STRASBOURG HUMBOLDT UNIVERSITÄT
UNIVERSITY OF TEXAS AT AUSTIN TEXAS A UNIVERSITY OF MINNESOTA
Radboud University Nijmegen UNIVERSITY OF SHEFFIELD
YILDIZ TECHNICAL UNIVERSITY UNIVERSITY OF WARSAW
ARIZONA STATE UNIVERSITY SETON HALL UNIVERSITY
JAGIELLONIAN UNIVERSITY UNIVERSITY OF SARAJEVO UNIVERSITY OF THRACE
VILLANOVA UNIVERSITY FREE UNIVERSITY BERLIN BRANDEIS UNIVERSITY
COLUMBIA UNIVERSITY AARHUS UNIVERSITY HARVARD UNIVERSITY
SABANCI UNIVERSITY TUFTS UNIVERSITY
YALE UNIVERSITY

West Africa
Counterterrorism Human Rights
Socioeconomic Justice Climate Change East Africa
Leadership Corruption Social Inequality Arts and Culture Drug Trafficking Women and Politics LGBTQ Rights
Rebuilding Afghanistan Security Studies Political Economy Environmental Challenges
Women and Minority Groups Intercultural Relations Labor and Migration Diplomacy and Development
Immigration Policy Nonprofit and Philanthropic Organizations Cybersecurity and International Law Epidemiology
Cultural and Religious Diplomacy Social Policy Data-Driven Evaluation and Monitoring
Cultural Diplomacy and International Relations Foreign Trade Public-Private Partnerships
Latin America Behavioral Epidemiology Journalism Rural Development Globalization
Urban Development European Union and Middle East International Migration Security and US Foreign Policy
Elections and Democracy Private and Government Sectors Regional Integrations Middle East and North Africa
Gender and Economics Forced Migration Southeast Europe Religious Mediation Venezuela
Human Security China and Africa Global Hunger National Identity Labor Diplomacy Conflict Resolution
HIV/AIDS Aarhus Convention State Governance

1/15/15 Media Coverage of *Mellouli v Holder*

NPR: All Things Considered, Nina Totenberg

<http://www.npr.org/2015/01/14/377266975/supreme-court-considers-whether-a-sock-is-drug-paraphernalia>

Supreme Court Considers Whether A Sock Is Drug Paraphernalia

January 14, 2015--At the U. S. Supreme Court Wednesday, the question before the justices boiled down to whether a *sock* can be considered drug paraphernalia.

Each year 30-35,000 people are deported for drug crimes. But federal law does not treat all drug crimes equally. The question before the justices was whether the government can deport legal permanent residents for minor drug offenses.

Moones Mellouli came to the U.S. on a student visa from Tunisia in 2004. He graduated with honors, then went on to earn two master's degrees — in applied mathematics and economics — from the University of Missouri-Columbia. He became a lawful permanent resident, worked as an actuary, and taught mathematics at the university.

But in 2010, he was arrested for driving under the influence and having four Adderall pills in his sock. Adderall is a drug prescribed to treat hyperactivity, but it's widely used by students and others to study and stay awake. Millouli pleaded guilty to a misdemeanor for possession of drug paraphernalia — namely the sock in which he had the four pills. He got a suspended sentence plus a year's probation, and he was subsequently deported.

He appealed his deportation all the way to the Supreme Court.

This is the fourth time in the last decade that the court has examined deportations for minor drug convictions, and in each of the previous cases, the court has ruled against the government.

On Wednesday, it looked very much as though the government's losing streak would continue, and Millouli would get the chance to return to the U.S.

The argument focused on the intersection between federal and state law as it applies to deportations for drug crimes. Federal law allows the government to deport a non-citizen convicted in state court for a crime "relating to" any drug controlled under the federal criminal code. But state laws often make many more drugs illegal, and Kansas law treats any container used to store a drug as "drug paraphernalia."



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Lawyer Kovner replied by asking: suppose the defendant had cocaine in his sock; under his theory, he would not have been deportable for having drug paraphernalia.

"If he'd had cocaine in his sock," Justice Kagan shot back, "he would probably be convicted of possession of cocaine."

But in this case, observed Kagan — the former dean of the Harvard Law School — "he had four pills of Adderall, which if you go to half the colleges in America ... and just randomly pick somebody," you'd find Adderall.

That brought the house down, and probably the government's case too.

USA Today, Richard Wolf

<http://www.usatoday.com/story/news/politics/2015/01/14/supreme-court-immigrationdeportation-drugs/21758299/>

Justices sock Obama administration on drug deportations

January 14, 2015--WASHINGTON — The Supreme Court had a suggestion Wednesday for one of the more extreme reasons used by the Obama administration to deport documented immigrants on drug charges: Stick a sock in it.

The justices appeared fed up by the latest in a series of cases they have reversed over the past decade —cases in which immigrants have been deported or threatened with deportation because of minor drug offenses.

This time, the offender was convicted of possessing "drug paraphernalia" — a sock used to conceal four tablets of Adderall, a stimulant used to treat attention deficit hyperactivity disorder.

"If he had cocaine in his sock, he would probably be convicted of possession of cocaine," a clearly miffed Justice Elena Kagan said.

"He was convicted of paraphernalia here because he had four pills of Adderall, which if you go to half the colleges in America ... and just randomly pick somebody, there would be a decent chance..." the former Harvard Law School dean said, her voice trailing off.

Nearly all the justices appeared convinced that the government had gone too far in deporting Moones Mellouli, a Tunisian who came to the USA on a student visa in 2004 and went on to earn two master's degrees, work as an actuary and teach mathematics at the University of Missouri-Columbia.

Mellouli was deported under a federal law that permits the government to remove non-citizens "convicted of a violation of ... any law or regulation of a state, the United States or a foreign country relating to a controlled



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- In 2010, they ruled that an immigrant could not be considered a recidivist for two unrelated misdemeanor convictions — one for a small amount of marijuana, the other for a single anti-anxiety pill.
- In 2013, they ruled that an immigrant found with 1.3 grams of marijuana in his car could not be convicted for felony marijuana distribution if there was no evidence he was paid.

Mellouli's deportation was the latest shoe to drop. Laramore noted there are tens of thousands of deportations annually for drug offenses — "but not for someone convicted of possessing a sock."

***Washington Post*, Robert Barnes**

http://www.washingtonpost.com/politics/courts_law/justices-parse-federal-state-laws-in-drug-case-that-led-to-mans-deportation/2015/01/14/e79fa652-9c1b-11e496cc-e858eba91ced_story.html

Justices parse federal, state laws in drug case that led to man's deportation

January 14, 2015--The justices of the Supreme Court on Wednesday diagrammed sentences, debated modified nouns and generally approached from every conceivable angle the federal law that resulted in Moones Mellouli being deported after he pleaded guilty to a drug paraphernalia charge.

But they continually returned to this: the "paraphernalia" was a sock, and the drug Mellouli had placed in it was four tablets of Adderall, an amphetamine that Justice Elena Kagan said one would be likely to find if you "just randomly pick" someone walking across a college campus.

"If it's not such a big deal that the state is willing to let him cop a plea to drug paraphernalia," asked Chief Justice John G. Roberts Jr., "why should that be the basis for deportation under federal law?"

But like all matters before the Supreme Court, the subject is more complicated than that. Congress has made it clear that noncitizens convicted of some crimes can be deported. But many of those convictions are under state laws, which can differ from federal laws. And those differences are particularly significant when it comes to drugs.



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January 14, 2015--WASHINGTON — The Supreme Court has been receptive in recent years to immigrants who are fighting deportation from the United States over minor drug crimes. On Wednesday, the justices entertained the least serious transgression yet — the case of a Tunisian man who was deported after he pleaded guilty in Kansas state court to possessing drug paraphernalia.

The item in question: A sock that contained four pills of the stimulant Adderall.

The justices sounded almost incredulous that the Obama administration deported the man, Moones Mellouli, over the conviction and that it was defending its actions in the Supreme Court.

Mellouli came to the United States in 2004 on a student visa and was living in the country legally when he was arrested for driving under the influence of alcohol and drugs. A jailhouse search turned up the pills in a sock.

He pleaded guilty to the paraphernalia charge, which did not specify kind of drug the sock held or how much.

"If it's not such a big deal that the state is willing to let him cop a plea to drug paraphernalia, why should that be the basis for deportation under federal law?" Chief Justice John Roberts asked Justice Department lawyer Rachel Kovner.

"Your Honor, we don't think that Congress viewed drug crimes that way," Kovner replied.

She faced similar comments over and over as she gamely sought to defend the administration's reading of the provision of federal immigration law that allows deportation for drug crimes.

"He was convicted of having a sock and you think that's more than tenuously related to these federal drugs," Justice Antonin Scalia said to Kovner, his former law clerk.

"We do, because he wasn't exactly convicted of having a sock. He was convicted of using an innocent item as a tool for the storage of drugs, and that's true of every drug paraphernalia conviction," Kovnersaid.

Justice Elena Kagan, who worked on a college campus as the Harvard Law School dean before she joined the administration in 2009, said it wasn't just the sock, but what it contained that seemed so trivial.

"He was convicted of paraphernalia here because he had four pills of Adderall, which if you go to half the colleges in America...and just randomly pick somebody, there would be a decent chance," Kagan said, leaving the thought incomplete. But she seemed to be suggesting that Adderall, prescribed to treat attention-deficit disorder, also is misused on college campuses to help students cram for and perform well on tests.

In 2013, the court ruled in favor of a Jamaican man who was deported over the possession of a small amount of marijuana.

A decision in *Mellouli v. Holder*, 13-1034, is expected by late June.

From Bloomberg BNA:

Is Possession of Sock Deportable Offense? Justices Seemed Poised to Limit Removal Law

Posted January 14, 2015, 6:54 P.M. ET

Mellouli v. Holder, U.S., No. 13-1034, argued 1/14/15

Main Dispute: What does the federal government have to prove to remove an alien convicted of a state drug offense?

Factual Background: Moones Mellouli was convicted of possession of drug paraphernalia— namely, possession of a sock used to conceal four tablets of Adderall.

By Kimberly Robinson

How much leeway the federal government has to remove an alien convicted of a state drug offense was at the heart of oral argument at the U.S. Supreme Court Jan. 14 (*Mellouli v. Holder*, U.S., No. 13-1034, argued 1/14/15).

Is it enough that the drug conviction relates to "the drug trade in general"—as the U.S. Court of Appeals for the Eighth Circuit held below—or does the government have to prove that the conviction involved a specific federally prohibited drug?



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Kovner acknowledged that there might be a case "where you would have a literal relating-to relationship, but there would be a question of whether the law was so far beyond" what "Congress could have imagined that it no longer relates to."

Mellouli was convicted of "having a sock" and you think that's "more than tenuously related" to federal controlled substances? Scalia asked rhetorically.

'Strange Things.'

Roberts brought up an "additional hurdle": "Just because the drugs relate to the Federal drugs

doesn't mean that you can say the paraphernalia" law does too, "because it covers all sorts of things that the Federal law doesn't."

A sock can't be paraphernalia under federal law, Laramore explained, because under the federal definition its "usual purpose" has to be to facilitate drug use.

The "Kansas definition is far broader than that," he explained, encompassing "really any object that can be used to store" or "facilitate use of a controlled substance."

If the paraphernalia charge is related to a drug that the federal government doesn't prohibit, under the government's view the alien can be removed even though neither the paraphernalia offense nor the possession offense are prohibited under federal law, Justice Ruth Bader Ginsburg said. That's one of the "strange things" about this case.

Laramore agreed. "The government wants any drug conviction to be a deportable offense, even if it's clearly for a non-Federal drug," he said.

No Big Deal.

Perhaps sensing that she was fighting a losing battle, Kovner reached for her last arrow: public policy.

One "bad consequence" of Mellouli's reading of Section 1227 is that "even if it was cocaine that was stored in the sock, if he pleads guilty to the paraphernalia offence," the government won't be able to remove him if the state charging documents don't specifically list cocaine, Kovner said.

"If he had cocaine in his sock, he would probably be convicted of possession of cocaine," Justice Elena Kagan said. "He was convicted of paraphernalia here because he had four pills of Adderall, which if you go to half the colleges in America," and "just randomly pick somebody, there would be a decent chance" you would find Adderall.

But Congress didn't intend to allow a state or local prosecutor's plea deal to deprive immigration officials of the discretion to remove an alien, Kovner countered.

"Well, I would have thought the opposite inference," Roberts said. "If it's not such a big deal that the State is willing to let him cop a plea to drug paraphernalia, why should that be the basis for deportation under Federal law?"

A transcript of the argument is online at <http://pub.bna.com/lw/131034.pdf>.

Huffington Post, Alisa Wellek

http://www.huffingtonpost.com/alisa-wellek/war-on-drugsimmigration_b_6481378.html

Deportation for Possessing a Sock: Supreme Court Case Reflects How the War on Drugs Fuels the War on Immigrants

January 15, 2015--The Supreme Court yesterday heard a case that reflects the tragic absurdity of both the War on Drugs and the mass deportation machine that relies on it: Moones Mellouli, a math teacher and lawful permanent resident has been forever separated from his family and home in the U.S. for possessing a sock.

In *Mellouli v. Holder*, at issue is the government's broad interpretation of already harsh immigration laws related to drug offenses. Mr. Mellouli was charged for possessing four pills of Adderall in his sock. He pled guilty to possessing drug paraphernalia: in his case, the sock. As Justice Roberts noted, a plea to paraphernalia often indicates that the state thinks it's a minor offense. In fact, 19 states and federal law don't even criminalize the paraphernalia offense at issue in *Mellouli*.



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	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	Total
Beginning Gift Balance	\$3,000,000	\$2,723,500	\$2,418,470	\$2,085,630	\$1,731,410	\$1,404,150	\$1,102,310	\$749,530	\$418,850	\$108,710	\$3,000,000
Support for program:											
Prescribed distribution (1)	(\$276,500)	(\$305,030)	(\$332,840)	(354,220)	(327,260)	(301,840)	(352,780)	(330,680)	(310,140)	(108,710)	(\$3,000,000)
Interest income (2)										(206,302)	(\$206,302)
Total support for program	(\$276,500)	(\$305,030)	(\$332,840)	(\$354,220)	(\$327,260)	(\$301,840)	(\$352,780)	(\$330,680)	(\$310,140)	(\$315,012)	(\$3,206,302)
Ending Gift Balance	\$2,723,500	\$2,418,470	\$2,085,630	\$1,731,410	\$1,404,150	\$1,102,310	\$749,530	\$418,850	\$108,710	\$0	\$0
Interest Income	\$44,093	\$39,155	\$33,766	\$28,032	\$22,733	\$17,846	\$12,135	\$6,781	\$1,760	\$0	\$206,302

(1) The prescribed distribution is made available to the program on July 1st of each fiscal year.

(2) Interest income is calculated on the balance after the annual distribution is made on the first of each fiscal year and is distributed to the program in FY22

* Gift credit date

Happy New Year!

We have exciting news to share about New America. As a natural extension of our plan to redefine the think tank, Megan Garcia will join us to begin building our presence in California, based in San Francisco.

If DC is the center of the policy world, then California is the center of the tech world. A 21st century think tank that truly examines the intersection of technology and policy needs to not just be present, but be actively in touch with the latest innovation and technology. A modern think tank can't just stay inside the beltway, and New America plans to extend the conversation outside of DC and across the country. Starting with Megan in California allows us to build a direct bridge between these two important worlds.

Megan brings a career of excellence to this effort, having worked on critical policy issues from Capitol Hill to Hewlett. Her leadership on connecting cybersecurity to social issues has helped reshape the conversation in both spaces. Her knowledge of both communities will help us convene the best thinkers on technology and policy and inform decision-makers on our most important challenges. Among her focus areas will be how the best ideas generated at the local level -- from redesigning formerly unused public spaces to reimagining how technology can impact homelessness to trying new models of integrated healthcare -- can be scaled up to the state and federal level.

Please join me in welcoming Megan to New America. If you have any questions or want to connect with her, please reach out to her at garcia@newamerica.org.

Best,

Anne-Marie Slaughter

President and CEO, New America

OPERATING EXPENSES				2014 Budget		2014 Actual	2015 Budget	
Administration: Contract Services								
	Penny Hunt			\$108,000		108,000.00	\$115,000	
	Baker Management (Nancy Gilberg)			43,704		43,704.00	46,320	
	Outside Consultants			15,000		26,458.24	15,000	
Accounting-Audit Fees				16,000		15,570.00	16,000	
Directors' Fees				190,000		209,000.00	228,000	
Insurance								
	D&O			5,056		2,250.00	2,250	
	Property			506		3,721.53	4,318	
Legal-Prof Fees				30,000		16,113.31	15,000	
Meeting Expense				40,000		26,228.93	40,000	
Membership Dues				725		725.00	725	
Misc Expense				4,200		3,093.61	3,400	
Office								
	Equipment and Furnishings			3,000		2,036.72	1,000	
	Misc			600		1,557.76	1,000	
	Supplies			1,000		1,052.94	1,200	
Parking and Mileage				2,800		3,012.00	3,000	
Postage and Delivery				1,200		1,372.06	1,400	
Printing, Web Design and Maintenance				1,200		864.86	1,000	
Professional Development				500		0.00	500	
Rent				26,986		21,109.87	25,128	
Taxes								
	Excise, State, Federal			37,000		87,025.00	50,000	
	Property			4,987		4,985.38	5,000	
Telephone/Internet				4,027		4,094.73	4,200	
TOTAL OPERATING EXPENSES				536,491		581,975.94	579,441	
TOTAL INVESTMENT MANAGEMENT FEES (see Budget Notes)				295,000		255,885.20	256,000	
GRANTS				13,576,037		13,152,126.00	13,160,235	
TOTAL EXPENDITURES				14,407,528		13,989,987.14	13,995,676	

Robina Foundation
Budget Notes
01/01/15 – 12/31/15

Operating Expenses

Administration – Consultants

Penny Hunt – annual contract: \$115,000 (Increase effective 01/01/15)

Baker Management (contract employer for Nancy Gilberg) - \$46,320 annual (Increase effective 01/01/15)

External Consultants - \$15,000: grant review, issue research, etc.

Accounting/Audit Fees

\$16,000: CBIZ Accounting

Directors' Fees

\$228,000: \$30,000 annual fee for seven directors plus \$18,000 additional for Chair

Insurance

Directors and Officers: Annual premium of \$2,250.

Property: \$4,318; Basic policy to cover office equipment/furnishings plus insurance for Bazal Condo (currently investigating)

Legal/Professional Fees

\$15,000: Legal fees in connection with settlement of the Estate and Bazal Condo

Meeting Expense (Board and Staff)

\$40,000: Includes travel, accommodations and meals for board meetings, grantee visits, staff meetings with advisors/outside consultants plus "Listening Tour Meetings"

Membership Dues

\$725: Association of Small Foundations' annual membership dues

Miscellaneous

\$3,400: Certificate of Incorporation annual fee (\$25), gifts, compensation and bonus adjustments, etc.

Office Expense

Equipment and Furnishings: \$1,000

Misc: \$1,000; Computer and technology consulting/maintenance/repair

Supplies: \$1,200; Paper products, 3-ring binders, file folders, etc.

Parking and Mileage

\$3,000: Staff parking

Rent

\$25,128: \$2,059/month lease for current space

Taxes

Excise Tax: \$50,000; estimated at 2% by CBIZ (tax accountant); will be reviewed/revised by CBIZ during the year based on actual new contributions to the foundation and anticipated investment income

Property Tax: \$5,000; property tax for Bazal condo

Telephone/Internet

\$4,200: Approximately \$341/month including Conference Calls

Total Investment Management Fees

USbank Fees: \$256,000; estimate based on 2014 fees

Management Fee: \$25,000 for Mike Sullivan

Grants

\$13,160,235: Grant payments scheduled for 2015. Additional grants may be made if approved by the Board.

original
BIO sketch
Tab 4

ROBINA FOUNDATION

TO: Robina Foundation Board of Directors
FROM: Penny Hunt
RE: CFR Diversity Initiatives
DATE: March 3, 2015

In late January Jim Lindsay notified me that CFR had decided to end its collaboration with Humanity in Action after the completion of HIA's two programs this summer. Jim's email to me dated January 23 explains CFR's reasons for this decision (page 3).

Robina's funding of CFR's diversity initiatives involves two grants:

1. A three year grant of \$1,274,248 to support "*CFR's Expanded Diversity Initiative in Foreign Policy*."

The initiative includes implementation of Humanity in Action's Summer Program, as well as implementation of various CFR activities (Expanded Franklin Williams Internship Program, CFR Participation in Career Fairs, etc.)

The plan was for an outside evaluation of this initiative in year 3 to determine if support for an additional two years is warranted. When the evaluation initially scheduled to take place during the summer of 2014 was pushed back to 2015, the Board approved payment of a \$470,722 bridge grant to support the program in 2015. Robina has paid CFR \$30,000 to support the outside evaluation.

- o My email to Jim Lindsay dated February 21, 2012, discusses the grant (page 4).
- o The Budget dated March 13, 2012 (Budget #1) details the expenses of the initiative (page 5).

2. A three year grant of \$2,467,411 to support the *Expanded Diversity Initiative in Foreign Policy – Additional Activities*. The initial amount of the grant was supplemented by the addition of \$107,946 to support HIA's administrative expenses.

The additional activities include Humanity in Action's development and implementation of the Diplomacy and Diversity Program, as well as funding for CFR's implementation of its activities.

- My letter to Jim Lindsay dated September 25, 2013 describes the Foundation's commitment (page 6).
- The Budget for "CFR's Expanded Diversity Initiative in Foreign Policy: Additional Activities" (Budget #2) details the expenses of the initiative (page 7).

Issues

CFR's decision to end its collaboration with HIA raises several issues:

1. Level of Robina's funding to support implementation of "*CFR's Expanded Diversity Initiative in Foreign Policy*" in the summer of 2015.
 - Robina committed \$470,722, of which \$269,985 will fund HIA's work (Budget #1).
 - Jim Lindsay has indicated that funding of amounts to support the Expanded Franklin Williams Internship Program, Career Fairs, etc. (\$200,737) is "at the discretion" of the Robina Board.
2. Status of Robina's commitment to provide \$842,861 in 2015 to support the third year of *CFR's Expanded Diversity Initiative in Foreign Policy: Additional Activities* (Budget #2)
 - Jim has indicated that funding to support the work of CFR covered by this grant is "at the discretion" of the Board.
 - HIA has raised the question of whether development of a partnership with Yale to implement the program would be acceptable to Robina or if there is another way for HIA to access the funds anticipated to support the third year of the Diplomacy and Diversity Program.
3. Evaluation of the initiatives.
 - Jim does not wish to go forward with the planned evaluation of CFR's work or of HIA's Diplomacy and Diversity Program.
 - HIA has asked if funding could be available to support an outside evaluation of the Diplomacy and Diversity Program to assist them in understanding the effectiveness of the program and in raising funds to support future implementation of the program.

From: "James M. Lindsay" <JLindsay@cfr.org>
To: Penny Hunt <pennhunt@gmail.com>
Cc: Nancy Gilberg <ngilberg@robinafoundation.org>
Subject: RE: Robina Foundation
Date: January 23, 2015 at 4:43:02 PM CST

Dear Penny,

As you requested, I am writing to explain CFR's decision to bring its collaboration with Humanity in Action to an end after the current two programs conclude this summer.

This past year, CFR has undertaken a broad and comprehensive risk review of all of its operations. We undertook this review to ensure that our stewardship of CFR is prudent and in keeping with best practices. As a direct outgrowth of that process, CFR has made several changes in its practices, particularly in the area of contracting. In October, we hired our first general counsel who, among other things, was tasked with ensuring that our contracts provide sufficient protection to CFR. She reviewed our relationship with Humanity in Action and concluded that it lies outside our risk profile.

The issue is that the money we pass on to Humanity in Action puts us in a position in which we could be held legally liable for actions by Humanity in Action staff or by program participants, either here in the United States or in any of the countries in which Humanity in Action operates overseas.

We conducted an extensive in-house review to determine whether we could improve our oversight of Humanity in Action's operations so as to bring the funding arrangement within our preferred risk profile. We concluded that we could not do so. We do not have resources or expertise to administer an overseas educational program for undergraduate and graduate students. We also do not have the resources or expertise to vet or oversee foreign staff or program participants. For similar reasons, CFR recently ended a funding relationship with another foundation where we simply lacked the capacity to effectively oversee the work of a subgrantee located outside the United States. CFR also curtailed a collaboration with another organization because we could not effectively oversee some of its activities.

In determining next steps, we recognized that Humanity in Action is in the middle of planning its 2015 summer programs and that making changes now would be highly disruptive. So we will continue the collaboration with Humanity in Action through summer 2015. Once both programs conclude, we will bring the collaboration to an end as of October 30, 2015. This will give Humanity in Action ample time to wrap up the two programs and assemble the materials necessary to submit the reporting materials on this year's activities, as the supporting grants require.

We have informed Humanity in Action of our decision. We have done so now so as to give Humanity in Action maximum time to determine how it wants to configure its programs for summer 2016. We will shortly send Humanity in Action revised agreements to govern this summer's programs.

We intend to proceed as planned with the other activities funded by the grants that the Robina Foundation has generously extended to CFR to pursue the expanded diversity initiative. We recognize, of course, that the Robina Board might view those grants as a collective whole and prefer that we conclude them when CFR's collaboration with Humanity in Action ends. (As you know, the 2015 undergraduate summer program is being funded by a one-year bridge grant.)

Looking ahead, CFR will continue to pursue its long-standing efforts to promote diversity in foreign policy. We are particularly excited about the work we are doing in the education sphere, especially our Model Diplomacy program. We believe that this effort has tremendous potential to engage young people at the high school and college level and to persuade them to consider foreign policy careers.

As always, please don't hesitate to call if you have any questions. I look forward to seeing you next week.

Best,

Jim

Email to Jim Lindsay re Approval of the CFR's Diversity project

Tuesday, February 21, 2012

Dear Jim,

I'm back in Minneapolis with a functioning computer (I was forced to use my iPhone for emails in California when my computer crashed), so can write a longer email about the Robina Board of Directors' approval of funding for *CFR's Expanded Diversity Initiative in Foreign Policy* as well as the Board's discussion of Robina support for CFR.

First and foremost, the Robina Board approved CFR's request for three years of funding to support the initiative, with the hope and expectation that we will support the initiative for five years. Board Members appreciated the thoughtful, strategic approach reflected in the multi-faceted set of activities aimed at enriching and enhancing diversity in the foreign policy arena. We share CFR's belief that effective implementation of the initiative will, over time, have a positive impact not only on the young people who participate in the various activities, but also on the foreign policy field as a whole. I know that you were instrumental in developing the proposal. Thank you.

As I mentioned in my earlier email, the Board's approval of the three-year grant is subject to an adjustment in funding for "indirect costs." Since a portion of the direct costs will be incurred by HIA rather than by CFR, the Robina Board believes that 15% should be applied only to CFR's direct costs.

We hope you agree with this reasoning. I've attempted to calculate the amount of the grant with the change, but, quite frankly, don't trust my math without the aid of Excel, so would appreciate it if you would re-work the budget and send it to me, along with the proposal revised to reflect the resulting changes in the budget.

Your proposal calls for Year 1 funding in FY13. We would like to provide Robina funding for the first year and subsequent years at the best time for CFR, so would appreciate your input on the timing of our payments.

I believe my earlier email explained that Robina funding will not be available for the London project described in your proposal.

As you know, Robina's interest in funding a diversity initiative arose when members of the Robina Board visited CFR last February and noted the make-up of CFR's senior management. That led to a discussion of diversity within CFR and the broader foreign policy community and exploration of ways CFR could stimulate greater diversity in the field. We're pleased to support the diversity initiative, but don't want to lose sight of CFR's efforts to enhance diversity within CFR. Given that, we would ask that CFR include its statistics in reports on the results of the new initiative. Perhaps you and I could talk about the best way to do that.

I think that's it at this point. We're eager to finalize Robina's grant so hope that you can work on the budget and timing of Robina payments in the near future. Speedy resolution of these issues is important since HIA needs to get busy on recruitment for the summer. I'm available by email or phone. Should we set up a time to talk?

Warm regards,
Penny

Penny A. Hunt
Executive Director

CFR's Expanded Diversity Initiative in Foreign Policy

March 13, 2012

	Total	Year 1	Year 2	Year 3	Total 4	Year 5
		FY13	FY14	FY15	FY16	FY17
Item of Expenditure	Total (Budget)					
1 Partnership with Humanity in Action						
<i>Humanity in Action's Summer Program</i>						
Minority participation in summer internship program	584,490	80,000	122,400	124,848	127,345	129,897
HIA programmatic and administrative costs	286,222	55,000	56,100	57,222	58,366	59,534
HIA program assessment costs	26,020	5,000	5,100	5,202	5,306	5,412
HIA recruitment travel	54,164	10,000	10,400	10,816	11,249	11,699
Total	950,896	150,000	194,000	198,088	202,266	206,542
<i>Two-Day Workshop</i>						
Staff support	47,357	9,100	9,282	9,468	9,657	9,850
Meals, catering, set-up expenses for workshop	43,060	8,000	8,290	8,630	8,925	9,215
Travel for 30 student participants to DC (air, hotel, meals, transport)	207,850	39,000	40,250	41,525	42,875	44,200
Travel for 3 CFR fellows from NY to DC (air, hotel, meals, transport)	17,105	3,210	3,315	3,420	3,525	3,635
HIA staff travel expenses for CFR DC workshop	8,124	1,500	1,560	1,622	1,687	1,755
Miscellaneous cost (bus for DC group travel)	5,000	900	950	1,000	1,050	1,100
Total	328,496	61,710	63,647	65,665	67,719	69,755
TOTAL Partnership with Humanity in Action	1,279,392	211,710	257,647	263,753	269,985	276,297
2 Expanded Franklin Williams Internship Program						
Intern compensation (3)	135,304	26,000	26,520	27,050	27,591	28,143
Travel for 3 interns (air, hotel, meals, transport)	17,250	3,300	3,375	3,450	3,525	3,600
Recruiting costs	4,683	900	918	937	955	973
Intern brochure (printing and mailing)	2,750	500	525	550	575	600
Total	159,987	30,700	31,338	31,987	32,646	33,316
TOTAL Expanded Franklin Williams Internship Program	159,987	30,700	31,338	31,987	32,646	33,316
3 Partnership with the International Career Advancement Association						
Meals, catering, set-up expenses for workshop	88,208	16,950	17,289	17,635	17,987	18,348
Travel for 5 CFR fellows/senior staff to DC (air, hotel, meals, transport)	28,622	5,500	5,610	5,722	5,837	5,953
Rapporteur report	5,000	1,000	1,000	1,000	1,000	1,000
Total	121,831	23,450	23,899	24,357	24,824	25,301
TOTAL Partnership with the International Career Advancement Association	121,831	23,450	23,899	24,357	24,824	25,301
4 CFR Participation in Career Fairs						
Travel for 2 CFR senior staff to 3 career fairs (air, hotel, meals, transport)	68,686	12,825	13,267	13,742	14,197	14,655
Staff support (3)	30,000	6,000	6,000	6,000	6,000	6,000
Total	98,686	18,825	19,267	19,742	20,197	20,655
TOTAL Increased Participation in Career Fairs	98,686	18,825	19,267	19,742	20,197	20,655
5 Program Management						
<i>Program Management Salaries and Benefits</i>						
Core Human Resources Program staff	278,961	53,605	54,677	55,770	56,886	58,023
Total	278,961	53,605	54,677	55,770	56,886	58,023
TOTAL Program Management	278,961	53,605	54,677	55,770	56,886	58,023
6 External Review Committee						
	30,000	0	0	30,000	0	0
TOTAL DIRECT COSTS	1,968,856	338,290	386,828	425,608	404,538	413,592
Indirect Costs at 15% of Direct Costs (excluding minority participation in summer internship program)	207,655	38,744	39,664	45,114	41,579	42,554
TOTAL PROJECT COST	2,176,511	377,034	426,492	470,722	446,117	456,146

BUDGET #1

ROBINA FOUNDATION

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

September 25, 2013

James M. Lindsay, Senior Vice President,
Director of Studies, and Maurice R. Greenberg Chair
Council on Foreign Relations
1777 F Street, N.W.
Washington, D.C. 20006

Dear Jim,

I am pleased to confirm in writing the news you and I discussed in a phone conversation: at its August 2013 Board Meeting, the Robina Foundation Board of Directors approved a three-year grant totaling \$2,467,411 to the Council on Foreign Relations to support the development and implementation of the *Expanded Diversity Initiative in Foreign Policy – Additional Activities* as described in the Council on Foreign Relations' proposal dated July 26, 2013. This grant is payable as follows: Year 1: \$802,247; Year 2: \$822,303; Year 3: \$842,861. During our conversation, I indicated that the Robina Foundation should not be expected to be the sole funder of this initiative after the first three years.

We plan to wire transfer the first year's funding within the next month and will provide funding for Years 2 and 3 in October 2014 and October 2015. I am not certain what reporting schedule is appropriate for CFR and HIA and welcome your suggestion. Combined reporting for the original *Expanded Diversity Initiative* and the *Additional Activities* that will take place under this new grant would be ideal, I think. Given CFR's partnership with Humanity in Action in the implementation of both parts of the initiative, we ask that CFR and HIA submit joint reports on the program.

This is a very exciting addition to the work of CFR to enhance diversity in foreign policy. We know that framing a new program is difficult and time-consuming and appreciate very much your time and effort in the creation of a meaningful and workable initiative. I particularly appreciated your preparation of supplementary information to respond to the Robina Board's questions and to help the Board address HIA's request for additional funding.

Please let me know if you have questions or concerns.

Warm regards,

Penny Hunt

Penny Hunt
Executive Director

cc: Richard N. Haass, President, Council on Foreign Relations

**CFR's Expanded Diversity Initiative in Foreign Policy:
Additional Activities**

	Total	Year 1	Year 2	Year 3
1. Partnership with Humanity in Action				
Program on Diversity and Diplomacy				
<i>Summer Program Workshop</i>				
Student participation in summer program (program stipend)	\$ 104,571	\$ 34,000	\$ 34,850	\$ 35,721
Travel for 17 American student participants to Washington, DC program (air, hotel, meals, transport)	175,695	57,125	\$ 58,553	\$ 60,017
Travel for 7 European student participants to Washington, DC program (air, hotel, meals, transport)	85,364	27,755	\$ 28,449	\$ 29,160
Travel for 17 American student participants to Paris program (air, hotel, meals, transport)	269,763	87,710	\$ 89,903	\$ 92,150
Travel for 7 European student participants to Paris program (air, hotel, meals, transport)	87,840	28,560	\$ 29,274	\$ 30,006
HIA staff travel to Washington, DC (air, hotel, meals, transport)	37,507	12,195	\$ 12,500	\$ 12,812
HIA staff travel to Paris program (air, hotel, meals, transport)	76,921	25,010	\$ 25,635	\$ 26,276
Catering, rental for Washington, DC, program	29,864	9,710	\$ 9,953	\$ 10,202
Catering, rental for Paris program	35,985	11,700	\$ 11,993	\$ 12,292
Miscellaneous cost (museum fees, additional taxis)	19,684	6,400	\$ 6,560	\$ 6,724
HIA program costs (supplies, print material, and books)	30,387	9,880	\$ 10,127	\$ 10,380
Total	953,582	310,045	\$ 317,796	\$ 325,741
<i>Outreach and Planning</i>				
Minority student outreach trips (10)	16,916	5,500	5,638	5,778
HIA staff outreach and planning trips - domestic (air, hotel, meals, transport)	26,487	8,612	8,827	9,048
HIA staff outreach and planning trips - international (air, hotel, meals, transport)	29,649	9,640	9,881	10,128
Recruitment in Europe	153,781	50,000	51,250	52,531
Total	226,833	73,752	75,596	77,486
<i>Program Management and Administration: Salaries, Benefits, Stipends, Administration</i>				
HIA administrative costs (salaries, stipends)	545,923	177,500	181,938	186,486
HIA administrative costs (insurance, legal, rent)	58,437	19,000	19,475	19,962
Total	604,360	196,500	201,413	206,448
TOTAL PARTNERSHIP WITH HUMANITY IN ACTION	1,784,776	580,297	594,804	609,675
2. Conference on Diversity in International Affairs (Partnership with the International Career Advancement Association and the Global Access Pipeline)				
Meals, catering, set-up expenses for workshop	153,781	50,000	51,250	52,531
TOTAL CONFERENCE	153,781	50,000	51,250	52,531
3. CFR Program Management				
<i>Program Management Salaries and Benefits</i>				
Diversity coordinator	409,058	133,000	136,325	139,733
Program budget (travel, meetings, networking)	30,756	10,000	10,250	10,506
TOTAL CFR PROGRAM MANAGEMENT	439,814	143,000	146,575	150,239
TOTAL DIRECT COSTS	2,378,372	773,297	792,629	812,445
Indirect Costs at 15% of Direct Costs (excluding Section 1: Partnership with Humanity in Action)	89,039	28,950	29,674	30,416
TOTAL PROJECT COST	\$ 2,467,411	\$ 802,247	\$ 822,303	\$ 842,861
<i>HIA Administrative Expenses</i>		<i>+ 35,097</i>	<i>+ 35,975</i>	<i>+ 36,874</i>
		<i>\$ 837,344</i>	<i>\$ 858,278</i>	<i>\$ 879,735</i>

BUDGET #2

Email to BOD re Yale "Listening Tour" from PAH

January 2, 2015

Greetings,

On December 17 Susan, Marianne, Steve Lewis and I conducted Robina's first "Listening Tour" meeting at Yale. We all felt that the launch of the Listening Tour went well: Yale participants seemed to appreciate the Guiding Principles we developed and the format of our meetings, and we appreciated the quality of our discussions during the meetings. Our meetings at Yale helped us refine plans for upcoming meetings with other Robina Grantees to maximize our time with the grantees and facilitate Robina Board's decision making.

Yale Meetings

We met with the leaders of three programs that are top priorities of President Salovey: Global Initiatives at Yale School of Management, Yale Institute for Network Science, and Environmental Diversity at the School of Forestry and Environmental Studies. At our request we also met with Jim Silk and Dean Post from Yale Law School and Professor David Blight from the Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition. Provost Ben Polak joined us for lunch.

All of the participants received copies of Robina's Guiding Principles so that each discussion included participants' comments on how their programs reflect one or more of the principles we set forth. Although participants discussed their programs, they weren't pitching funding for specific activities, and we weren't focused on the specifics and details of a proposal.

Attached are the program summaries that formed the basis of our discussions.

Robina Participants at Yale and Kathleen de-briefed in a phone call last week. Following is a brief summary of participants' thoughts concerning the Board's consideration of future funding at Yale. As noted in "Next Steps" below, these thoughts won't be communicated to Yale until the completion of the Listening Tour and discussion by the full board.

* Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition

Several opportunities for modest Robina funding:

- Expansion of boot camps for high school and middle school teachers
- Support for Public History Group, which educates people from museums, parks, historic sites about slavery
- Leverage Yale's IT expertise to develop a website and internet materials to teach about slavery, past and present

Yale Law School

- Interest in continuing program support for human rights programming, particularly summer program and support for recent graduates
- Perhaps consider matching funding for the COPE loan forgiveness program for graduates involved in human rights (~\$300K - \$400K per year) and/or annual support of programs currently supported by Robina provided other funders match Robina funding
- No interest in a wasting endowment

Yale School of Management

- Although the work of Global Network for Advanced Management is interesting and provides important cultural and business experience for participants, the initiative isn't a good fit for Robina
- Robina funding isn't needed (YSOM can raise funds from others)

Yale Institute for Network Science

- Support sought for hiring of researchers and conducting research rather than supporting students
- Leaders are very dynamic, interesting and influential
- Although applications of work could be interesting, we shouldn't provide encouragement since Robina probably isn't interested in funding

School of Forestry and Environmental Science: Environmental Diversity Program

- Although issue is important, strategy proposed focusing on hiring of diverse faculty isn't creative
- Hiring of passionate young advocate is important, but initiative seems to be missing an overarching strategy
- Very early stage thinking

Next Steps:

At all of the Yale meetings, Yale participants were reminded that Robina Board Members are meeting with all four Robina Grantees. Because the full Board will not discuss the results of the Listening Tour until the August Board Meeting, decisions about the future direction of the Foundation won't be made until that meeting or the following meeting in November.

Our initial plan for the Listening Tour called for a follow-up meeting with Yale President Salovey during the March Board Meeting in New York, as well as the CFR Listening Tour meeting in January, followed by a meeting with Richard Haass during the March meeting. When we de-briefed about the Yale meetings, we realized that meetings with President Salovey and Richard Haass would be premature since that timing predates meetings with all Robina Grantees and a full board discussion. We also realized that the CFR Listening Tour meeting can be held as part of the March board meeting. I have discussed these timing changes with Patty Pedersen at Yale and Jim Lindsay at CFR.

I have spoken with Dean Wippman and Penny Wheeler about the Listening Tour meetings and will begin work shortly to schedule meetings with the University of Minnesota Law School and Abbott / Allina.

Please excuse this lengthy email! Let me know if you have questions or concerns.

Looking forward to interesting Robina work in 2015. My best wishes to all of you for the coming year!

Penny

The Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition, a part of the Whitney and Betty MacMillan Center for International and Area Studies at Yale, is dedicated to the investigation and dissemination of knowledge concerning all aspects of chattel slavery and its destruction.

About the Center

The Gilder Lehrman Center strives to make a vital contribution to the understanding of slavery and its role in the development of the modern world. While the Center's primary focus has been on scholarly research, it also seeks to bridge the divide between scholarship and public knowledge by opening channels of communication between the scholarly community and the wider public. In collaboration with secondary schools, museums, parks, historical societies, and other related institutions, the Center facilitates a locally rooted understanding of the global impact of slavery. To foster this understanding, the Center offers a variety of programs including:

- Annual International Conference
- Lectures, forums, and workshops
- Visiting residential research fellowships
- Frederick Douglass Book Prize, an award for the most outstanding book in English on the subject of slavery, resistance, or abolition across time and all nations.
- Professional development workshops for high school and middle school teachers
- Accessible online databases of historical documents
- Management of the *World Bibliography of Slavery and Abolition*
- Annual Working Group interdisciplinary forum that brings together selected scholars to investigate specific themes related to slavery
- Other collaborative efforts with local, statewide, national, and international institutions to promote public education about slavery and its destruction

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Background Information about the Robina Human Rights Fellowship Initiative at Yale Law School

February 2014

The Robina Foundation Human Rights Fellowship Initiative

(<http://www.law.yale.edu/intellectuallife/RobinaFellowship.htm>), established at Yale Law School in 2008, was designed to provide support for human rights leaders at all stages of their careers: from first-year law students; to recent law school graduates; to senior human rights scholars and practitioners. The unifying goal of the Robina Initiative is to foster and support a commitment to international human rights, by leveraging the robust international human rights community that already exists at the Law School. The Initiative supports four types of Robina scholarships and fellowships that are critical to the continued strength of the human rights program at the Yale Law School.

In May 2008, the Robina Foundation approved an initial grant of \$3M (\$1M per year) to launch the Human Rights Fellowship Initiative from FY2009 through FY2011. Subsequently, in spring 2010, the Foundation provided an unsolicited gift of \$1M gift to support the continuation of the Initiative in FY2012. Most recently, in Fall 2011, the Robina Foundation made a new grant to support the Initiative for an additional three years, from FY2013 through FY2015.

The Robina Initiative provides funding for the following activities:

- Robina Human Rights JD Scholarships (need-based financial aid for 10-15 students interested in careers in human rights); \$250,000 annually
- Summer Human Rights Fellowships (30-35); \$200,000 annually
- Robina Post-Graduate Fellowships (3); \$180,000 annually
- Robina Visiting Human Rights Fellowships (3-6); \$235,000 annually
- Fund for Human Rights Clinical Education Innovation; \$50,000 annually (fund to support student field missions for the Lowenstein International Human Rights Clinic)
- Robina Fellowship Coordinator; \$65,000 annually
- Clerical Support and Administrative Expenses; \$20,000 annually

Total: \$1,000,000 annually

GLOBAL INITIATIVES FOR BUSINESSES AND SOCIETIES

Organized by the Yale School of Management (SOM) and launched in April 2012, the Global Network for Advanced Management (GNAM) fundamentally shifts how top business schools can prepare their students to become more effective leaders. Compared to business school partnerships focused on tuition-rich markets, e.g., Columbia Business School – London Business School, GNAM engages 27 member schools on five continents, including Fudan in China, INCAE in Costa Rica/Nicaragua, Koç in Turkey, and University College Dublin in Ireland. For a list of member schools, see www.advancedmanagement.net.

This spanning network can connect and develop top talent in a way that has not been accomplished before. In the past 28 months, GNAM has innovated with:

- i. Face-to-face programs – Global Network Weeks for Masters-level students and for faculty with specialized interests,
- ii. On-line, for-credit, project courses – Small Network On-Line Courses (SNOCs) requiring teamwork across cultures and time zones,
- iii. Global Network Events – case competitions and virtually-interactive lectures,
- iv. Global Network Cases – new cases to fill gaps in business school curricula, and
- v. SOM's Master of Advanced Management program (MAM) that extends the educational and professional development of students from GNAM member schools.

The Global Network operates on the principle of diffuse reciprocity – no funds change hands when, for example, the Indian Institute of Management Bangalore (IIMB) offers an on-line project course on new organization forms for students throughout the Network. IIMB will benefit later when their students attend IE (Madrid) or Yale during Global Network Week programs, or enroll in on-line courses offered by other Network schools.

Yale SOM, however, is the driving force behind GNAM, which now benefits a substantial fraction of the approximately 4,000 Masters-level students who graduate annually from member schools. Our globally-oriented Dean's Office, faculty, and staff guide the overall development of GNAM, provide its infrastructure, e.g., manage the website and its content, organize schedules for GNAM meetings, develop the major program components, and lead the case development efforts. Yale SOM also provides scholarships for students matriculating in the MAM program, which has proven to be a unifying component of GNAM. Students from, for example, University of Ghana and University of Indonesia, need full scholarships to attend.

Significant funding from the Robina Foundation will help SOM accelerate investment in GNAM and scale up its high-impact programs. These investments will enable deeper understanding of global issues for Yale SOM students, build out the technological infrastructure needed to strengthen the Network's activities, and provide funding for new course development. In addition, increasing scholarship support is a top priority for Yale SOM to attract talented students with great leadership potential to the Master of Advanced Management program, and in particular, provide support for students from developing countries. Robina Foundation support will thereby allow Yale SOM to further its mission of educating leaders for business and society.

What is network science and why is it important?

Networks consist of objects and the connections between them. *Network Science* elucidates, predicts, and translates how networks give rise to interesting and useful properties. Such networks may encompass social connections among friends, commercial connections among businesses, wires connecting computers, biochemical reactions between proteins, or even bonds that join atoms.

Many of the most challenging problems facing today's scientists, doctors, entrepreneurs, and policymakers originate from interactions within complex systems. Power grids fail not just because of an individual power station, but because of how the whole system is assembled. Illness strikes not just because of problems with individual genes, but because of how our 19,000 genes interact with each other. Social problems arise not just because of how people think and act, but because of how individuals interact with each other, on small and vast scales.

In each case, network science seeks to understand the principles governing the underlying networks on a deep mathematical level. Further, these principles may be applied to catalyze widespread benefits in areas such as health, safety, and business (as summarized in the 2009 book, *Connected*). Indeed, understanding how people are embedded in social networks, and what is happening to the people around them, allows us to predict their risk of health outcomes as diverse as obesity and depression, and to forecast the course of epidemics of germs, ideas, or behaviors.

What is the Yale Institute for Network Science?

Yale is one of the few institutions in the country with the breadth of faculty devoted to network science and the institutional vision and capacity to bring them together within one institute. The Yale Institute for Network Science (YINS, <http://yins.yale.edu>) was launched in 2013 to pioneer and advance the field of network science, through interdisciplinary research initiatives and cutting edge applications to solve important social and health problems. YINS brings together more than 35 scholars from fields as diverse as engineering, mathematics, computer science, biology, neuroscience, sociology, economics, psychology, physics, management, public health, and medicine.

Recognizing the power of this nascent field, Yale recruited Nicholas Christakis who, together with Daniel Spielman, co-direct YINS. Dr. Christakis, the Sol Goldman Family Professor of Social and Natural Science is a physician and sociologist whose research focuses on human social networks. Dr. Spielman, the Henry Ford II Professor of Computer Science, Mathematics, and Applied Mathematics, is a theoretical computer scientist internationally recognized for connecting theoretical and applied computer science in intellectually and socially profound ways.

What might an investment from the Robina Foundation achieve?

YINS is currently well positioned to accelerate its research program and deploy its scientific findings to solve important social and health problems that will have a transformational impact. Our initial challenges would include: (1) accelerating health-related behavior change and innovation (e.g. to improve the survival of newborns in poor villages in Mesoamerica, or to stimulate physicians to adopt procedures that would save lives in the USA); (2) identifying likely victims and perpetrators of gun violence on a metropolitan scale, and devising actual interventions to reduce/prevent such violence; and (3) developing networked communication solutions to predict epidemic outbreaks.

Support from the Foundation would thus leave a lasting impression on the creation of the new field of network science, and give rise to new policies and solutions that improve public well-being, quality of life, and new technologies in ways never before conceived.

The Robina Program in Environmental Diversity at Yale

An endemic problem associated with much contemporary environmental management, both in the US and internationally, is that the poor and the politically disenfranchised often bear a disproportionate share of negative environmental impacts. These issues of social and environmental justice, from exposure to poor air quality and other kinds of pollution, to increased susceptibility to extreme weather events and rising sea levels, have complex causes, but the key step in reversing the current situation is to train diverse researchers, managers and advocates who have strong links to vulnerable communities.

It is precisely here that Yale School of Forestry & Environmental Studies aspires to make an impact: by enhancing the knowledge and skills of diverse students from traditionally under represented populations so that their effectiveness and influence in environmental policy and decision-making is amplified. Over time, this network of highly skilled and well-trained domestic and international leaders will have a multiplier effect, transforming the environmental community as a whole by changing the composition of those who work and govern in environmental organizations, as well as by addressing directly the issues of poor environmental management that impact the health and daily lives of people in disempowered communities.

As the oldest institution of its kind, Yale School of Forestry & Environmental Studies is distinctly poised to succeed in an undertaking of this magnitude. Throughout its 100-year history, the School has been steadfast in its commitment to addressing the most pressing environmental challenges of the day. It is internationally renowned for its excellence on issues ranging from land and water management; to soil pollution and food safety; to air quality and climate change. The School's rich tradition of leadership is best exemplified by its illustrious alumni, who represent the foremost experts in environmental research, policy, and advocacy. Notable alumni include Frances Beinecke, President of the Natural Resources Defense Council; Peter Seligmann, co-Founder and CEO of Conservation International; and Dan Utech, Special Assistant to the President for Energy and Climate Change.

This is an auspicious time for Yale School of Forestry & Environmental Studies to partner with the Robina Foundation on the development and training of a diverse cadre of future environmental leaders. The School is seeking to launch a broad initiative to incorporate diversity into every facet of its enterprise: classroom experiences, on-line offerings, outreach to underrepresented local and global communities, and all aspects of its science and research. To date, the School has made important progress toward this goal by increasing the scholarship funds available for students from traditionally under-represented communities, creating a new Fellowship focused on diversity, and expanding gender diversity among the tenured faculty. However, a significant new investment in diversity at F&ES is needed to effect and catalyze much larger transformative change across the entire environmental movement.

With a major gift from the Robina Foundation, Yale F&ES will build on its unique position of national and international environmental leadership through a strong and more impactful institutional commitment to environmental diversity. Such an approach has thus far been under-emphasized within the scholarly community, but is needed urgently, both in the U.S. and around the world. Yale F&ES will use a major gift from the Robina Foundation to: add new courses, speakers' series, and conferences focused on environmental diversity and justice; provide dedicated master's and doctoral diversity scholarships and internships; recruit new resident faculty and distinguished visiting faculty; and implement targeted diversity recruiting and outreach programs. Such an initiative will catalyze a major transformation of Yale School of Forestry & Environmental Studies, and, in so doing, will contribute substantially to a more diverse and more effective environmental movement.

White paper prepared for the

Robina Foundation

Robina Foundation Diversity and Environmental leadership Program

Yale School of Forestry & Environmental Studies

February 2015

Yale



Robina Foundation Diversity and Environmental Leadership Program

The Yale School of Forestry & Environmental Studies (F&ES) is deeply grateful and honored to be part of the Robina Foundation's "Listening Tour" and to have the opportunity to engage in a conversation about how we might best work together to leverage the assets and profile of our School to catalyze transformative demographic change in the U.S. environmental movement—a change that is necessary to reduce environmental injustice and to lead to better environmental solutions.

This environmental justice issue is of central importance to the future of environmental management in the U.S., particularly as the most vulnerable populations often shoulder some of the greatest environmental burdens. It is also, at its core, a fundamental matter of basic social justice, fairness, and equality. And we believe that these issues are also of critical importance to the Robina Foundation.

Achieving transformative change and nationwide impact will take time and will not be easy. However, as the oldest and perhaps the most influential institution of its kind, we believe that Yale F&ES is distinctly poised to succeed in an undertaking of this magnitude. Throughout its 100-year history, the School has been steadfast in its commitment to addressing the pressing environmental challenges. To address the critical issue of environmental justice, we propose a set of activities that leverages the existing strengths of F&ES while also creating innovative new programming that will not only impact our School, where many of the world's top future environmental leaders train, but also the broader environmental community across the U.S.

Core Program (\$10+ million)

The Robina Foundation Diversity and Environmental Leadership Program at F&ES will provide support for diverse environmental leaders at all stages of their development using both endowed and current use funding. The proposed programs will build upon, and significantly strengthen, current environmental diversity efforts at F&ES. We seek to address the current challenges through a focus on three main areas:

1. Training the Next Generation of Diverse Environmental Leaders: We will purposefully and deliberately encourage more U.S. minority students to pursue environmental careers, in order to address the current dearth of minorities among the ranks of environmental leaders, professionals, and academics. We propose to endow \$5 million for new scholarships in support of masters and doctoral students, as well as post-doctoral fellows. This fund would support 12-14 "Robina Scholars" annually in perpetuity. We will also deploy funds to support a Diversity Recruitment Specialist for five years to focus on building new relationships and networks for recruiting top U.S. minority students from a wide range of backgrounds.

In addition, throughout the same five-year period, the F&ES curriculum will be enhanced to include new courses in environmental justice and environmental health, together with an annual environmental justice speaker series. An annual Robina Visiting Fellow (academic or practitioner) will also be selected to engage with students and faculty, create resources for wider dissemination, and participate fully in the life of the school. We will also host two major environmental diversity/justice conferences in the next five years that will bring together diverse thought-leaders, professionals, and students. The aim will be to raise the profile of environmental justice issues and provide opportunities for shared efforts to develop diverse environmental leaders, professionals, and academics. A Robina Diversity Fellow will join the F&ES staff to oversee and help implement all aspects of the proposed program as well as the Robina Foundation Environmental Leadership Network (below).

2. Building a National Network of Diverse Environmental Leaders: We will encourage greater visibility and mutual support among a network of diverse environmental leaders nationally to inspire collaboration, exchange, and empowerment. Going beyond a virtual network, we will bring together up to 40 diverse

environmental leaders, academics, and professionals every summer over a five-year period for a residential experience designed to provide training, networking, and inspiration. The Robina Foundation Environmental Leadership Network will build mutual trust and support, encourage information-sharing, increase the visibility of environmental diversity and justice concerns, and will work to identify solutions that improve the environment and health of all constituents in the U.S. At the Core Program level of funding, we will engage key faculty, masters, and doctoral students to assist in program implementation. An all-cohort reunion at year five will provide an opportunity for Fellows to re-connect, share experiences, and meet Fellows across cohorts. Through these activities, we hope to cultivate and empower a diverse network of engaged leaders committed to positive environmental change through dialogue and action.

3. Changing the Conversation: Outreach and Communications: Increasing national and international dialogue on environmental justice will be vital to deepening levels of understanding and awareness across cultures and borders. We will tackle this issue through a new "Environmental Story-Telling Project," in which we will use existing F&ES outreach channels to shift the conversation about who and what matters in the U.S. environmental movement and to highlight the key importance of greater social inclusion. Over the next five years, we will direct current-use funding to the School's journalistic and creative outlets to diversify the narratives that they feature. We will leverage our existing financial commitment to further raise the profile of our student-run environmental arts and journalism publication, **Sage Magazine**, as well the **Environmental Film Festival at Yale (EFFY)**, America's premier student-run film festival—both of which engage young professionals and emerging artists in environmental dialogue beyond the traditional environmental movement.

In addition, two other existing programs at F&ES offer opportunities for broader impact. The first, **Climate Connections**, is a budding, nationally syndicated series of 90-second radio programs, which reaches a large audience but could be made more effective. For example, through radio spots in Spanish we could reach a considerable Latino audience. Similarly, **e360**, our award-winning environment magazine, which has over 3 million readers, can increase coverage of environmental diversity and justice topics with issue-based and place-based stories, as well as with regular profiles of diverse environmental leaders.

Core Program Plus (\$20+ million)

Additional funding for the Robina Foundation Diversity and Environmental Leadership Program will allow us to intensify our efforts in two of the three areas outlined above and make one strategic addition, which would further enhance and greatly amplify the power and impact of the overall program:

1. Training the Next Generation of Diverse Environmental Leaders: Attracting and retaining a diverse faculty is key to growing the excellence of the academic community through teaching, scholarship, and service. To ensure academic diversity at Yale F&ES, we will endow a new "Robina Professorship" for \$5 million that is restricted to minority candidates. This will be in addition to current efforts to recruit a diverse junior faculty member that are already underway at F&ES. As we highlighted in our presentation, there is much to be done to diversify the F&ES faculty at both "ladder" and "non-ladder" levels (Appendix 1). A new, endowed diversity professorship would send a strong signal on campus, and also nationally, that we intend systematic change that will help provide role models for aspiring environmental leaders among more diverse populations.

2. Building a National Network of Diverse Environmental Leaders: We will significantly expand the Robina Foundation Environmental Leadership Network by reaching out to the three other Masters programs that also train a disproportionate number of U.S. environmental leaders, and with whom we already work closely on recruiting (Duke University, University of Michigan, University of California Santa Barbara). The combined alumni networks of the four institutions are vast and all institutions share common goals with regard to diversity. Improved collaboration will increase the reach and impact of an effective nationwide program.

3. Developing Emerging Diverse Environmental Leaders: To increase the pipeline of diverse environmental leaders, we will work with our colleagues at other universities/colleges on a new effort to support diverse *emerging* U.S. environmental leaders (high school juniors and seniors, and college freshmen). A two-week program will bring up to 40 participants to campus each summer to explore professional and academic career opportunities in environmental management, education, training, and science. Participants will have mentorship opportunities with F&ES students as well as with the Robina Foundation Environmental Leaders participating in the program. A modest budget will be used to initiate a series of recognition awards for aspiring young and diverse environmental leaders from varied backgrounds. It is our belief that together these initiatives will help to ensure that we continue to inspire a larger and more diverse population of students to pursue academic and professional careers in the environmental sphere.

Appendix 1: Yale School of Forestry & Environmental Studies

Faculty Composition, 2014-2015

All F&ES Faculty (Non-ladder and Ladder Faculty): 66

Women: 18 (27%)

Racial Diversity: 6 (9%)

Non-ladder Faculty: 34

Women: 11 (32%)

Racial Diversity: 4 (12%)

Ladder Faculty (Jr. Tenure Track Ladder and Tenured): 32

Women: 7 (22%)

Racial Diversity: 2 (6%)

Jr. Ladder Faculty: 10

Women: 3 (30%)

Racial Diversity: 0 (0%)

Tenured Faculty: 22

Women: 4 (18%)

Racial Diversity: 2 (9%)

White paper prepared for the

Robina Foundation

Robina Foundation Program on Network Science for the Common Good

Yale Institute for Network Science

February 2015

Yale

Robina Foundation Program on Network Science for the Common Good
Yale Institute for Network Science
for Consideration by the Robina Foundation Board

Networks consist of objects and, notably, the connections between them. Such networks may encompass social connections among friends, commercial interactions between firms, telecommunications links between servers, neuronal pathways between cells, or even biochemical reactions between proteins.

Many of the most challenging problems facing today's scientists, doctors, entrepreneurs, and policymakers originate from interactions within complex systems. Power grids fail not just because of an individual power station, but because of how the whole system is assembled. Illness strikes not just because of problems with individual genes, but because of how our 19,000 genes interact with each other. Dementia arises not just because of inter-cellular processes, but because of how nerve cell connections are disrupted. Crime and poverty persist not just because of the actions of individuals, but because of the way inter-connected systems of people behave. People cooperate and are kind to each other not just because of who they are, but because of the structure and function of the networks in which they are embedded.

In particular, demanding social problems arise not just because of how people think and act, and not even because of simple interactions among pairs of individuals, but because of complex patterns of connections and interactions among individuals who are embedded in networks, on small and vast scales. Conversely, many social problems may be addressed by exploiting an understanding of networks to identify the most effective interventions.

Network Science seeks to understand the principles governing the underlying networks and the propagation of information and behaviors within them. Such an understanding may be applied to catalyze widespread benefits with respect to social problems in areas as diverse as health, safety, civics, and business.

The Yale Institute for Network Science (YINS) is tackling such complex problems. And our efforts are strongly aligned with several of the Robina Foundation principles, including our efforts directed at:

- (1) advancing fairness and equality (for example, by helping groups to be more cooperative)
- (2) reducing human suffering (especially problems related to health and crime), and
- (3) preparing the next generation of leaders

Yale Institute of Network Science

Yale is one of the few institutions in the country with a significant number of its faculty devoted to network science and with the institutional vision and capacity to bring them together within one institute. YINS (<http://yins.yale.edu>) was launched in 2013 to pioneer and advance the field of network science – through interdisciplinary research initiatives and cutting edge applications to solve important social and health problems.

YINS has three missions: (1) to facilitate interdisciplinary research on network science; (2) to teach and train undergraduates, graduate students, and postdoctoral fellows who will be the next generation of leaders in network science and its applications; and (3) to engage in outreach and to lead efforts to broaden and deepen the impact of network science on industry and government policy. As a consequence, YINS addresses a variety of pressing social problems, several examples of which are provided below.

YINS is co-directed by Nicholas Christakis and Daniel Spielman. Dr. Christakis, the Sol Goldman Family Professor of Social and Natural Science, is an internationally recognized physician and sociologist whose research focuses on human social networks and behavior genetics. Dr. Spielman, the Henry Ford II Professor of Computer Science, Mathematics, and Applied Mathematics, is internationally recognized for his design of algorithms for analyzing large networks and for developing the mathematics used to understand how algorithms behave.

YINS brings together more than 35 scholars (<http://yins.yale.edu/our-people>) from fields as diverse as engineering, mathematics, computer science, biology, neuroscience, sociology, economics, psychology, physics, management, public health, and medicine. The Institute provides a fertile environment (including a computational and data infrastructure) to support research in this area, and it occupies approximately 7,000 square feet of contiguous space, with room for nine residential faculty and related postdocs, students, and support staff.

The resident faculty, while belonging to various home departments, is housed in a common space. Resident faculty members represent many of the disciplines that study network phenomena, such as engineering, computer science, medicine, and sociology. Affiliated faculty members participate in the rich academic environment of YINS while maintaining offices in their home departments. In addition to its faculty, YINS includes programmers and other data scientists able to work with the faculty on grants and projects. The inter-disciplinary, collaborative environment enables investigators to draw on research teams with experience and expertise across a broad array of intellectual domains. Locating programmers and research assistants in close proximity to each other creates a center that is proficient in data analysis and research management.

Proposed New Programs

YINS is currently well positioned to accelerate its research program and deploy its scientific findings to solve important social and medical problems. Below, we sketch our objectives for the new programs that could be developed and carried out with Robina Foundation support. In the following section, we discuss levels of support that we envision would be needed for completing some or all of these proposed projects.

New Research Projects

There are many ongoing and nascent projects at YINS that align with the guiding principles of the Robina Foundation, particularly as they relate to easing human suffering, and advancing human rights, justice, fairness, and equality. These include:

- (1) **Identifying likely victims and perpetrators of gun violence on a metropolitan scale, and devising actual interventions to reduce/prevent such violence.** Work by YINS researchers has recently uncovered that gun violence is severely concentrated within small social networks of highly vulnerable individuals, particularly those in high-crime communities and populations. For example, 85% of all fatal and non-fatal gunshot injuries in a Boston community occurred in an inter-connected social network of 763 individuals, that is, in less than 6% of the community's population. This is an entirely new way to see the risk of gun violence, based on who one is connected to, rather than where one lives, or who one is. Such a concentration of gun violence within social networks has important implications for understanding America's gun violence epidemic, and for doing something about it. YINS personnel have already begun to work with police departments and social service agencies around the country to deploy network methods in an effort to reduce murder rates in defined communities. The outcomes of

this project stand to have far-reaching effects on the disproportionate and pervasive problem of gun violence in the most at-risk communities across the United States.

(2) **Developing networked communication solutions to predict epidemic outbreaks.**

Infectious diseases like influenza present major challenges to the health and wellbeing of populations around the globe, affecting individuals from New York to Nairobi. Effective planning for these diseases – by health departments and non-governmental organizations alike – can significantly prevent and/or reduce illness, suffering, and mortality. To significantly reduce the data burden involved in conventional epidemic surveillance approaches used to discern whether the spread of a pathogen will reach epidemic levels, we propose to develop a free, open-source Short Message Service (SMS)-based survey tool. This novel technology will enable healthcare providers to predict epidemics before they reach their peak by using readily available mobile devices and by harnessing our understanding of the structure of human social networks. As such, this project holds the promise to provide healthcare professionals and policymakers with the knowledge necessary to marshal limited resources and manpower effectively to prevent the spread of disease on a large scale.

(3) **Developing an entirely novel approach to forecasting epidemics that uses people in different locations within networks as “sensors.”**

Traditional approaches to preparing for outbreaks and epidemics rely on analysis of reported data from healthcare facilities (when available) in the context of historical data on infection trends. These methods provide public health workers with only some ability to plan ahead, but without real-time predictive data, these workers are operating with a degree of uncertainty while lives hang in the balance. Specifically, building on prior research by YINS faculty, we aim to identify and track the health of individuals most central to social networks, who, for the purposes of tracking the spread of an epidemic, are more likely to show symptoms in advance of the overall network. We expect that tracking the health of such a “sensor network” will provide an early warning system for predicting when an epidemic is about to strike the wider population in which the sensors live, thus enabling public health workers to make informed decisions on how best to prevent and ease the burden of disease in the most vulnerable populations.

(4) **Developing statistical algorithms to make the best possible inferences from data collected in a network.**

Many serious public health challenges, from viruses like HIV to faulty beliefs about the consequences of high-risk behaviors, persist because of their circulation in so-called hidden networks, such as prostitutes and IV drug users. These networks are hard to reach with conventionally used interventions, which might otherwise prove beneficial. This problem is partially solved by using research volunteers to locate others like them to take part in the study (Respondent Driven Sampling), but this approach can lead to many problems related to validity and generalizability of research results. To reduce dependence on these biased approaches, YINS researchers seek to make better use of limited data through the development of improved mathematical methods and statistical algorithms. Ultimately, this project could provide better information for more effective intervention strategies for traditionally underserved at-risk populations.

(5) **Advancing understanding of the sharing economy.**

The sharing economy, or collaborative consumption, represents an economic model that promotes sharing, bartering, and/or renting resources and services. Popular contemporary examples exist for sharing living space (Airbnb), high-end consumer goods (Snapgoods), automobiles (RelayRides), and even pet care (DogVacay). This concept is attracting vibrant interest as the penetration of the Internet and social networking platforms enable novel schemes

of interaction and reshape consumer habits. At the same time, new societal priorities for sustainable and environmentally aware behavior are served effectively by such a model. With Robina support, we propose to create the Robina Innovation in Sharing Economy (RISE) program here at YINS with the objective of developing the methodology and the tools that will allow a quantification of the sharing economy concept and create a firm basis for its development. Issues of incentives, participatory schemes, trust monitoring and security, as well as risk management, are at the basis of sharing economy transactions and will be developed further towards facilitating the basic promise of the sharing economy that is "more-to-more in a sustainable manner." It is our hope that this project will help to promote collaboration, equality, and fairness across many sectors of the economy.

- (6) **Accelerating health-related behavior change and innovation to improve the survival of newborns in poor villages in Mesoamerica.** As one of the earliest projects undertaken at YINS, researchers seek to understand the role of face-to-face social networks in the uptake of, and attitudes towards, public health interventions in resource-poor settings of rural Honduras, and to develop scalable methods to effect population-level behavior change to improve public health using network science. With core support from the Gates Foundation, we have built infrastructure to study the deployment of network methods to improve public health in 160 villages in Western Honduras (with a population of roughly 100,000). With Robina Foundation support, we could invent, evaluate, and deploy new network targeting methods to identify structurally influential people in these villages in order to target them with diverse public health interventions in order to foster the spread of desirable practices in the villages, and change health behavior at scale. This project would bring network science methods to bear on some of the most pressing global problems related to public health, such as child mortality and vaccine adoption, aiming to improve health by optimizing the uptake and impact of public health interventions.
- (7) **Encouraging the use of latrines in rural India by using social network analysis to identify which people in a village to target for subsidies.** Poor sanitation is a persistent and costly problem in the developing world, directly related to the prevalence of many serious illnesses. Solutions often require behavior change at the individual level, but targeting individuals with public health messages has little impact while those individuals remain enmeshed in social groups that must act in concert to solve such problems. Our network-based approach to this problem will determine which subset of people will constitute a "critical mass" that will be effective for creating adequate uptake and inducing significant spread of the use of latrines, which will ultimately curb the spread of fecal and water-borne illnesses.

These projects are important locally, but they also have global implications. Knowledge gained from any one of these projects will have immediate relevance to problems everywhere because they are based on universal network principles. Since all these projects – while seemingly so disparate – rely on network science, and are applied to advancing the common good, they intersect and improve each other. Once developed, our ideas apply broadly; hence, our work in Honduras and India, if successful, can be applied in many other settings, including the USA. For example, if we are able to invent network targeting algorithms that lead to population-level behavior change, and show their applicability in developing world settings, the same algorithms could be deployed to improve vaccination behavior, seatbelt use, or recycling behavior in the USA, or to decrease school bullying, adolescent drug use, or local crime.

These seven projects support the Robina Foundation's guiding principles in a number of ways:

- (1) they fill an important niche in that they translate basic network science into solutions that directly impact people's lives;
- (2) together, they make up a program that invests in leadership in network science research, specifically in social solutions-focused network research;
- (3) they will be sustained through partnerships with other funders, such as the Bill & Melinda Gates Foundation (Project 6), The MacArthur Foundation (Project 1) and Yale itself, leveraging any funding we obtain from Robina to become part of a larger vision for transformative research at YINS.

In addition, consistent with Robina's values, these projects are targeted at easing human suffering and preparing the next generation of leaders in the field of network-based solutions to human problems.

Sketch of Support Needed and Financials

We believe that the impact, variety, and rigor of the foregoing projects is clear. One of YINS' strengths is the inter-disciplinary group of scholars who, despite coming from different areas and tackling different topics, engage deeply with each other. Support from the Foundation would thus leave a lasting impression on the creation of the new field of network science and give rise to new policies and solutions that improve public well-being, quality of life, and new technologies in ways never before conceived.

Below, we outline rough funding needs to accomplish the goals summarized above in three categories: (1) support for academic/research personnel time, (2) support for project administration and staffing, and (3) project-specific support. We present a range of projected expenses related to each category, depending on the number of projects to be undertaken.

Cost of Academic Personnel (\$3-5.5M)

We would welcome support to compensate faculty for their time on the research projects described above and for hiring new junior faculty to work on them as well. New hires would be limited to a number that would be sustainable after the completion of funding for these projects.

In addition, we would seek funds to support five Postdoctoral Associates (PDAs), each for two years over the coming years. These postdocs would be trained broadly within network science and would specialize in the research area of one faculty member. They would also help supervise students, offer courses on network science, and help conduct studies and interventions. Finally, we would use funds to support PhD students who would work, with faculty, in the sort of the cutting-edge programs listed above.

Importantly, support in this area would ensure rigorous academic training and professional development opportunities for a growing cadre of researchers who would be well equipped to become leaders in the emerging field of network science.

Project Administration and Staffing Support (\$1.5-2.5M)

YINS' current administrative infrastructure would need to be expanded in order to support broad initiatives such as those presented here. Personnel to launch and manage such projects do already exist at YINS, but they are deployed for specific projects, supported by other sponsors (such as the Gates Foundation, the Robert Wood Johnson Foundation, the National Science Foundation, and the National Institutes of Health). Robina Foundation support would enable

YINS to have a substantially greater impact on research at Yale and also to develop and extend applications of network science to more “real-world” problems.

Hence, we would welcome support, over five years, for the Deputy Director of YINS (Tom Keegan, PhD), Data Programmers (whose job it would be to help the above faculty, postdocs, and students collect and prepare data); Research Coordinators to assist the academic personnel carry out their aims (e.g., as part of the ARISE project mentioned above); and administrative and outreach staff (e.g., for media relations).

Project-Specific Expenses (\$5.5-12M)

The majority of funds from the Robina Foundation would be used to support the project-specific research activities described above, many of which are labor-intensive and in foreign locales. Project-specific expenses would include establishing and maintaining research operations to carry out interventions and data collection, contracting with local partners in the case of projects outside the US, research materials (such as tablets for social network data collection), and travel.

Project-specific support would cover payments to research participants and/or to data collection firms (e.g., survey firms). It would cover sub-awards to any collaborators outside of YINS deemed significantly beneficial to the success of the projects. For the RISE Sharing Economy Hub, support would cover expenses such those related to bringing together the various stakeholders (private companies, citizen groups, and state agencies), hosting meetings and conferences, and acquiring data related to the center’s mission of creating a better understanding of these new key players in economic development.

Sketch of Scope of Work Relative to Financial Support

The table below presents an estimate of how many of the above projects could be carried out given different levels of support and how much time these different levels of engagement might be expected to take.

Level of Robina Financial Support

Total support	\$10M	\$20M
Timeline	4-5 years	6-8 years
Number of projects	3-4 (including 1, 2, and 6)	7 (all)
Academic personnel	\$3M	\$5.5M
Administration	\$1.5M	\$2.5M
Project Expenses	\$5.5M	\$12M

White paper prepared for the

Robina Foundation

Transforming Global Management Education

Yale School of Management

February 2015

Yale



TRANSFORMING GLOBAL MANAGEMENT EDUCATION

BRIEF TO THE ROBINA FOUNDATION

Essential Background

Convened by the Yale School of Management (SOM) in April 2012, the Global Network for Advanced Management (GNAM) is recognized as a major strategic advance that overcomes fundamental limitations with prior efforts to globalize business schools and their programs. Individual business schools throughout the world, some 13,000 business schools in number, have struggled with how to globalize and how to meet the leadership challenges facing business and society going forward. The most common programmatic models have been (i) joint ventures to offer executive MBA programs, (ii) partnerships to facilitate student exchanges, and (iii) international study trips. These approaches are costly, are not holistic in terms of engaging all students and faculty as well as other school constituencies, and focus on a narrow set of countries – typically-tuition rich countries – and a small set of partner institutions, the “usual suspects.”

GNAM (www.advancedmanagement.net) represents a shift from these approaches, which to date have not engaged many important parts of the world. With a demonstrated record of low-cost, high-impact innovations, the Global Network has developed and implemented a set of compelling programs that are clear innovations for students and faculty. Global Network Weeks draw on the comparative advantages of member schools, provide choices to the hundreds of Masters-level students participating in the programs, and result in face-to-face global learning environments. The Small Network Online Courses (SNOCs) provide semester-long learning opportunities that feature project work by teams that span different schools. GNAM runs for the benefit of all member schools and on the principle of diffuse reciprocity, without significant bureaucracy.

Yale SOM convened the Global Network and launched its Master of Advanced Management (MAM) program, which draws top students to Yale from member schools to continue their educational and professional development. GNAM and MAM have had a major impact on Yale SOM, which is emerging as the most global US business school. By engaging others parts of Yale in GNAM's work, Yale SOM is able to pursue more effectively its mission to educate leaders for business and society.

Opportunities and Challenges

Since April 2012, more than 1,500 students have engaged in GNAM programs; more than 60 Global Network Week programs have been offered; seven Small Network Online Courses have been developed and taught, some more than once; and six case studies have been co-prepared among Global Network members. Feedback from participants includes:



Miriam Erez, Vice Dean of the MBA Program, Technion Israel Institute of Technology, on the Small Network Online Courses:

Global Network Courses provide an excellent opportunity for Global Network students to learn how to create an international team and how to integrate knowledge and different perspectives of team members from different cultures, leading to innovative solutions.

Wilbur L. Ross Jr. YC '59, CEO and chairman, WL Ross & Co., on the Global Network Case on the Bank of Ireland:

I was very impressed with the Bank of Ireland Case. This case, with the contributions of three schools in the Global Network, was far better prepared and far closer to real life.

Nicholas Barberis, Stephen and Camille Schramm Professor, Yale SOM, on his experience in teaching in a more globally diverse environment:

Discussions of behavioral finance topics like home bias and the overconfidence of CEOs during the Global Network Weeks were enriched by having a group of students that was even more diverse than in my regular MBA class.

The programs and results to date, while impressive, represent only a small fraction of what might be achieved with the Global Network. The highly successful Global Network Weeks have leveraged the *comparative advantages* of the various member schools, e.g., IE in Madrid offers a course on the European Union and Yale SOM offers a course on behavioral insights.

A huge and untapped opportunity exists in organizing similar programs around *common issues* to develop global capabilities and to build networks of student and faculty leaders who can organize further activities. New programs of this type could focus on issues such as sustainability, entrepreneurship, asset management, and healthcare.

In a similar vein, GNAM has not systematically brought together student leaders and faculty experts, either in person or using technology. Without investments to catalyze the development of the Network, we will not realize the potential from the expertise and energies that reside throughout the member schools.

A significant investment from the Robina Foundation will allow Yale SOM to build out GNAM's capabilities and its program offerings that will accelerate its impact not only on Yale SOM and the member schools, but also on management education and on business and society. The main uses of the support from the Robina Foundation will be to:

1. Develop an information infrastructure for the Global Network to support more innovation by individual schools, faculty, students, and alumni.



2. Develop programs that bring together student leaders and faculty experts as well as outside groups who are focused on particular issues and problems.
3. Support the engagement of students and faculty from member schools that lack resources to engage more fully in Global Network programs.
4. Regularly develop unique insights from member schools and their communities (students, faculty, staff, and alumni) on issues and topics relevant to business and society.

The Robina Foundation's support would be timely. Student expectations for GNAM are increasing as more students are choosing Yale SOM and other GNAM schools with the goal of connecting to top talent throughout the world. Current offerings of SNOC's, "raw" cases, and Global Network Weeks must increase to meet the growing demand. Through expanded programming, we can develop cadres of global leaders, who will in turn have an impact on society through their advanced leadership and global experience. In parallel, demand for the Master of Advanced Management (MAM) program has expanded quickly from 20 entering students in 2012 to 62 students in 2014. We are at a point where the financial burden to participate in this program, particularly for students from countries such as Ghana and Indonesia is daunting. To truly leverage the power of the Network we need enhanced support for students applying to the MAM program.

**\$11,000,000 in support over five years will allow
Yale SOM to achieve goals in three main areas:**

Activating, Developing, and Supporting Student Leaders

- Student Summits: To activate student leaders around major issues and challenges such as Entrepreneurship, Women in Management, or Sustainability, with support from the Robina Foundation we will convene a series of approximately four Student Summits at various member schools. Some of these Summits will be held in conjunction with the GNAM Deans' & Directors' meetings and provide a forum for students to report out to the GNAM leadership.
- GNAM Student Travel Fund: Some GNAM students, especially those from emerging countries, have limited financial means to take advantage of programs such as Global Network Weeks. A Travel Fund will provide stipends for students to participate in these experiential learning opportunities. The impact of the Travel Fund will be effectively measured by increased participation of students from a minimum of five schools (Lagos Business School, Pan-Atlantic University, *Nigeria*; University of Cape Town Graduate School of Business, *South Africa*; University of Ghana Business School, *Ghana*; Universitas Indonesia Faculty of Economics, *Indonesia*; and Asian Institute of Management, *The Philippines*).



- Robina Scholarships for the Master of Advanced Management (MAM) program: Substantial scholarships for the top students from GNAM schools will recognize this global talent and allow the “Robina Scholars” to further their academic and professional development as part of a diverse learning group at Yale.

Transforming Institutions

- Curriculum Fund: This fund will support faculty seeking to design and offer new SNOCs. Yale SOM will offer week-long workshops with the objective of taking course ideas and translating them into the SNOC format. A goal would be to develop up to ten new SNOCs per year as well as developing a community of faculty throughout the Global Network who are developing these critically important skills. Within five years, we expect that many member schools will have SNOCs offered as electives and that we will observe substantive increases in the importance of these electives (in terms of registrations) at member schools.
- Case Seminars: Virtual and in-person seminars will support GNAM faculty to effectively use the “raw” case model in the classroom and develop “raw” cases. The goal will be to increase substantially the current level of Global Network cases and their use.

Building Intellectual Capital

- GNAM Survey: Critical to transforming management education is better understanding the needs and the professional objectives of MBA students. Working with GNAM faculty and students, periodic surveys and assessments would measure students’ attitudes, interests and inclinations regarding pressing global issues and their abilities to navigate in this complex environment. The information and data would also provide effective ways of measuring the Global Network’s impact and ensuring we are meeting our goal of effectively educating global leaders.

**\$23,000,000 in support over five years would enable
Yale SOM to establish, in addition to programs above,
new signature programs:**

- Robina GNAM Case Competitions: A series of case competitions for Global Network schools on topics and issues that leverage the capabilities of the network. We anticipate that case teams will include students from the business schools and from other academic units at the home universities. Case competitions will be hosted by different Global Network schools.



- Robina Global Institute: Yale SOM would conduct systematic analysis of issues facing the global economy, as well as surveys of Global Network faculty and students to capture attitudes and trends that affect management education. The Robina Global Institute would effectively harness the collective knowledge and insights of the Network, and be able to establish comparative data year to year. Reports issued by the Robina Global Institute would be utilized by a range of sources from universities to multi-national businesses to the media, furthering the Network's impact. Through the Robina Global Institute we would expand global understanding beyond the Network and be in a position to influence policy makers and business leaders worldwide. The Robina Foundation would be acknowledged in reports and other outputs, which could also be named if appropriate.
- Information Infrastructure for GNAM: Yale SOM will build out an effective information infrastructure for GNAM to (i) allow student leaders to find their counterparts at other schools, (ii) allow faculty within GNAM as well as external parties to identify and contact faculty with common interests throughout the network, and (iii) support the deans and directors at member schools in their implementation of Global Network programs.

With Robina Foundation Investment going beyond proof of concept

since April 2012

Over next 5 years

Students participating in GNWs	1,200	5,000
Students collaborating virtually through SNOCs	210	2,000
MAM students at Yale	120	320
Thought leaders connecting through Faculty GNWs	15	200
Global Network Cases jointly developed	6	Up to 50



Yale SCHOOL OF MANAGEMENT



Global Network for
Advanced Management



Addendum

Additional information for the Robina Foundation.

➤ **Yale SOM December PowerPoint Presentation:**

Yale SOM was pleased to participate in the Robina Foundation's "Listening Tour" that began at Yale in December. Here is a link to Yale SOM's PowerPoint presentation:

<https://yale.box.com/s/elukbz0uewohfqriyqfoty643z24mj6a>

Please note that the file is too large to send as an attachment, so we are using Yale Box to send the document. The presentation will need to be downloaded to play the videos that are embedded in the presentation. In addition, users will need to have the latest version of QuickTime Player to best view the videos. The password to open the document is:

Password: Robina

➤ **Global Network Cases:**

GNAM member schools are collaborating to create online "raw" case studies investigating global business problems. Please follow these links to explore the "raw" cases, and abstracts are below. Users will get an "access denied" message when they land on the website and will need to use the following username and password to view the cases:

Username: SOMcase

Password: Caseview@SOM10

San Miguel: Expanding the Amaranth Market

EGADE Business School, Tecnológico de Monterrey, and Yale School of Management

<http://nexus.som.yale.edu/amaranth>

WPP, Ford and Team Detroit - Marketing for Global Clients

Yale School of Management

<http://nexus.som.yale.edu/team-detroit>

Wilbur Ross and Bank of Ireland

UCD Michael Smurfit Graduate Business School, IE Business School, and Yale School of Management

<http://nexus.som.yale.edu/bank-ireland/>

The Battle for Endesa: Worth E.ON's Energy?

IE Business School and Yale School of Management

<http://nexus.som.yale.edu/endesa>

Golden Agri Resources and Sustainability

NUS Business School and Yale School of Management

<http://nexus.som.yale.edu/goldenagri/>

Walmart de México: Investing in Renewable Energy

EGADE Business School, Tecnológico de Monterrey, and Yale School of Management

<http://nexus.som.yale.edu/walmex/>



Global Network Cases – Abstracts

Case Title: San Miguel: Expanding the Amaranth Market

GNAM Schools: EGADE Business School, Tecnológico de Monterrey, and Yale SOM

Abstract:

Benito Manrique, his brother Diego, and Bruno Pagliai founded a small amaranth factory in the out-of-the-way Mexican village of Huixcazdhá. Despite the plant's unschooled work force, the company had pioneered the processing of amaranth into a number of unique products. The company also had played a significant role in the development of the small community in which it was located.

The company's primary customer had been the governments of Mexican states that used San Miguel's products in their dietary programs. Amaranth has many nutritional properties. It was gluten free and high in protein, containing essential amino acids not present in other vegetative food sources. In spite of these qualities, the amaranth market had never really taken off.

San Miguel's leadership wanted to increase sales for their products. They admitted that they had concentrated on production and development in lieu of marketing and now wished to put together a coherent communications strategy. The company also wanted to revisit the mix of products and customers the company engaged to see if it could optimize the company's offerings and distribution channels.

Case Title: WPP, Ford and Team Detroit - Marketing for Global Clients

GNAM School: Yale School of Management

Abstract:

In 2006, WPP, the world's largest advertising holding company, merged personnel from five separate agencies to serve Ford, its largest client. "Team Detroit" represented a sharp departure from WPP's previous client relationships. Agencies within holding companies generally battled for accounts, facing each other in industry bakeoffs or managing separate marketing portfolios. "Hiving off" personnel from existing agencies to create a bespoke entity had rarely been tried.

While pulling together Team Detroit proved to be quite challenging, the new agency meshed well with Ford's streamlined marketing function. Team Detroit was able to produce extremely imaginative campaigns, introducing new groups to Ford products.

Ford then asked Team Detroit to co-ordinate all global marketing. WPP and Team Detroit created "Blue Hives," new bespoke agencies for global regions. By 2012 Ford's sales had increased and its global marketing was better coordinated. However, despite the success of Team Detroit, WPP was finding it difficult to create other bespoke agencies for its larger clients. What were the secrets to Team Detroit's success and could these elements be recreated elsewhere? Or were there drawbacks to this integrated model that limited the effectiveness of this organizational model?



Case Title: Wilbur Ross and Bank of Ireland

GNAM Schools: UCD Michael Smurfit Graduate Business School, IE Business School, and Yale SOM

Abstract:

In August 2011, Wilbur Ross, an American investor whose firm, WL Ross & Co LLC, specialized in distressed and bankrupt companies, was part of a group that raised \$1.6 billion to purchase 35% of Bank of Ireland. Even for Ross, known for his ability to find value in properties that other investors had shunned, investing in an Irish bank seemed risky.

Ireland had grown rapidly in the late 1990s and early 2000s, but had experienced a massive contraction beginning in 2008. Stabilizing the banks required a succession of government interventions and finally a bailout from the International Monetary Fund, the European Central Bank, and the European Commission.

In early 2013, Ross's investment seemed successful. But problems remained. Europe had not yet recovered from the financial crisis, and a number of peripheral countries in the euro zone continued to struggle. The Irish economy was recovering more slowly than had been expected. The press continued to deride the bank management, particularly CEO Richie Boucher. And the Irish government could always intervene in the Bank should public pressure over fees and profits increase.

Case Title: The Battle for Endesa: Worth E.ON's Energy?

GNAM Schools: IE Business School and Yale SOM

Abstract:

Wulf H. Bernotat, CEO of German energy giant E.ON, made an all cash offer for the Spanish Electric Company, Endesa, of €27.50 – nearly 30% higher than a bid from the Spanish company Gas Natural. E.ON's deep pockets and high bid forced the Spanish firm out of the contest for control of Endesa.

But Gas Natural's withdrawal did not mean the road for E.ON was clear. Acciona, a family-owned Spanish construction multinational with close ties to the government, announced that it had purchased 10 percent of Endesa shares in the open market. Days later, Acciona announced that it had purchased an additional 11 percent stake. Then Enel, an Italian energy company, announced that it was purchasing a ten percent stake in Endesa for €39 a share. Rumors that the Italian multinational would team up with Acciona to launch a joint bid rocked the market. A Spanish government spokesman in Madrid expressed support for a "Spanish-Italian solution."

Bernotat needed to decide E.ON's next move in response to Acciona and Enel's purchases. What could the German company do to salvage its takeover attempt?



Case Title: Golden Agri Resources and Sustainability

GNAM Schools: NUS Business School and Yale SOM

Abstract:

In the past few decades, palm oil production has increased more than nine-fold. By the 2000s, palm oil had become the most heavily traded edible oil in the world. The palm oil boom, however, concerned environmentalists. Palm oil plantations had been carved out of precious rainforest and peat land, resulting in the release of carbon into the atmosphere and the loss of habitat for rare rainforest species.

Golden Agri Resources (GAR) has been in the forefront of the palm oil boom in Indonesia. Owing to GAR's position as Indonesia's leading palm oil firm, the company was targeted by Greenpeace. Following the Greenpeace campaign, GAR and Greenpeace negotiated a set of guidelines that represented a new standard in sustainable palm oil production.

Both Greenpeace and GAR hoped that these new standards would diffuse through the industry. However existing groups such as the Roundtable for Sustainable Palm Oil (RSPO) and the Indonesian Sustainable Palm Oil (ISPO) seemed reluctant to embrace GAR's standards. How should GAR navigate through these competing sets of standards in terms of its own practices and influence the rest of the industry?

Case Title: Walmart de México: Investing in Renewable Energy

GNAM Schools: EGADE Business School, Tecnológico de Monterrey, and Yale SOM

Abstract:

Ranked as one of the world's leading retailers in the area of sustainability, Walmart de México had pledged to obtain 50% of its energy from renewable sources by 2015. The company had already invested in a wind farm in Oaxaca that would supply 18% of its energy needs and the company was also considering solar and mini-hydroelectric projects. What technologies should Walmart de México employ to achieve its renewable energy goals? Should the company hold a portfolio of projects or just concentrate on one technology?

Besides the appropriate mix of renewables, the company was considering how it might leverage its sterling credit rating to get renewable energy projects off the ground. For the EVM wind farm, Walmart de México's equity investment was minimal, but should the company take a larger equity position in further energy projects rather than simply serving as an off-taker?

White paper prepared for the

Robina Foundation

Gilder Lehrman Center

February 2015

Yale

Gilder Lehrman Center

Program Proposals for the Robina Foundation

February 2015

Overview of the Center

The Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition is honored to have the opportunity to advance its conversation with the Robina Foundation about how we might best collaborate to ensure that all the world's citizens are afforded basic human rights. Dedicated to the investigation and dissemination of knowledge concerning all aspects of slavery, including contemporary forms of forced labor and human trafficking, we believe that the Center is ideally positioned to work with the Robina Foundation to promote our shared principles – the advancement of human rights, justice, fairness and equality and the alleviation of human suffering.

Since its founding at Yale University in 1998, the Center has sought to foster an improved understanding of the role of slavery, slave resistance, and abolition in the founding of the modern world by promoting interaction and exchange between scholars, teachers, and public historians through publications, educational outreach, and other programs and events. It is our belief that dialogue and engagement are vitally important not only in ensuring that future generations never forget the past horrors of slavery, but also in abolishing the inhumanity, inherent denigration, and discrimination that still exist for those in captivity today. Outlined below are the areas in which the Center is poised to make the most timely and effective impact by educating and training the next generation of leaders to fight against injustice and by sharing their knowledge with the broadest populations possible.

Program Proposals for the Robina Foundation

1) **Teacher Education:** Continued expansion of our teacher education and outreach projects, including workshops for teachers in South Africa, Rwanda, and the U.S. focused on slavery, race, and genocide, conducted over a three-year period. We have devised this plan with very valuable assistance from Rachel Adams, the director of Yale's Africa Initiative Program, and with our own Tom Thurston.

- Three one-week teacher workshops, taking place one year apart, one in South Africa, one in Rwanda, and one in New Haven. Ten teachers from each location. We estimate that the budget for each will be about \$80,000 - \$85,000, with an additional \$100,000 needed over three years for travel and visa costs.

- Winter 2016 – South Africa

South Africa contacts

- Teach South Africa: high school teachers especially in more

disadvantaged schools

- Marianne Camerer (Yale World Fellow), to help recruit one or two private school teachers
- Sello Hatang, CEO of the Nelson Mandela Foundation which houses the Center for Memory in Johannesburg
- Dan Magaziner and Ian Shapiro

South Africa sites:

- Cape Town: Robben Island; District Six museum; Township tours
- Johannesburg: The apartheid museum; The Constitutional Court; Hector Pietersen Museum; city walking tours; Freedom Park in Pretoria; Voortrekker Monument in Pretoria

○ Winter 2017 – Rwanda

Rwanda Contacts

- Bridge to Rwanda: Places students in US, connect with teachers
- Claire Akamanzi, CEO of the Rwanda Development Bank
- Yale Fellows in Rwanda
- Roger C Webb (Kigali), American Embassy in Rwanda
- David Simon, University of Rwanda

Rwanda sites:

- Kigali Genocide Memorial Center
- Kigali City Tour

○ Winter 2018 – New Haven

- Annual program of teacher outreach and workshops in New Haven area
 - Monthly workshops for primary and secondary school teachers
 - Expert faculty from Yale and other universities lecture and lead discussions about slavery, race, and movements for social change
 - Develop curriculum and lessons for primary and secondary school students employing primary sources and the latest scholarship
- Hire a half-time outreach and education coordinator (about \$40,000/year for four years)

2) **The annual Yale/GLC Public History Institute:** for the last three summers in New Haven, we invite public history professionals (staff at historic sites, museums, libraries) and graduate students to study slavery and African American history and its interpretation for the broader public through cultural institutions with Yale faculty and preeminent public historians.

- Co-Sponsored by the Smithsonian National Museum of African American History and Culture
- Costs roughly \$33,000/year if participants pay their own travel (16 cultural institutional professionals, 3 NMAAHC, 5 graduate students)

- Can be scaled up to include more graduate students and institutions – perhaps 20 public historians
- 3) **Expanding our current efforts in the study of modern day slavery and human trafficking:** We currently offer one annual full-year teaching fellowship in modern day slavery and human trafficking (one of the very few in the world), run programs, and partner with institutions and organizations to bring academic rigor to the study of forced labor and sex trafficking.
- Current fellowship: \$72,270 (\$55,000/year salary + \$17,270/31.4% fringe in FY16), so additional fellowships at this rate.
 - Rotating topic – forced labor or sex trafficking or law and politics or history
 - One artist/author annually
 - Second fellowship for a practitioner, so one academic and one NGO
 - Academic/disciplinary working groups designed to forge new lines of inquiry to address deficiencies in research and scholarship
 - Topical, mixing scholars of various disciplines with practitioners
 - Collaborate with NGO professionals to discuss how scholarship can support and drive policy, help combat exploitation, and aid victims
- 4) **New GLC Media-Communications Projects:** Producing, recording, and disseminating of our academic and public programs for teachers, public historians, scholars, and a world-wide general public on a much greater scale. The work we do at the GLC (conferences, fellowships, books, and outreach) features the highest levels of scholarship by an international array of people. Our subject – slavery, its abolition, and their legacies across all time and all borders – is in essence the backstory to America's (and much of the world's) unresolved struggle over race. We need to get our stories to wider audiences in all the new mediums outside of Yale. The body of our work and our creations remain somewhat inert within the academy. We build our own archive of a sort but it does not disseminate as widely as it could. These new media can include web sites; podcasts of lectures, panels and conference talks; interactive blogs; short original films (including possible animation); taped interviews with previous Douglass Book Prize winners; and even the possibility of an interactive children's book series. Such a new initiative will require hiring at least a half-time media-communication advisor-consultant (at perhaps \$50,000 per year); at least one gathering per year in the first two years of the project for a group of some 6-8 of the very best electronic and film storytellers (at \$10,000 per meeting) to devise and create the actual plan and pieces of work. We can also complete and improve our new web site design. This new media initiative also allows us to expand the nature and scope of the topics we address, including into more modern and current day race relations in America and ethnic-religious-cultural conflict across the world. The aim will be two-fold: one, to disseminate our creative and scholarly work much more broadly by electronic means; and two, to make the GLC the physical, intellectual, and electronic media site where this story is best told not only in any university, but anywhere in the world.

Yale has recently secured funding for digital humanities initiatives including an expanded, dedicated Digital Humanities Laboratory in Sterling Memorial Library. GLC Media and Communications projects will benefit from these resources and push forward this university priority, extending the reach and boundaries of digital-based learning and knowledge dissemination.

Budget Note

All of these programs, those that exist currently and those expanded and newly proposed, require additional staff time and resources. We estimate that, over four years, the cost of the programs described above would come to approximately \$1.2 million. These costs would consist primarily of personnel (honoraria, consulting fees, and administrative salaries), travel, fellowships, and production expenses.

ROBINA FOUNDATION
Listening Tour Schedule
March 3, 2015

December 17, 2014

Yale meetings

March 3, 2015

CFR Meetings

April 28, 2015

Allina Meetings: Tentative timing: 8:00 am – 1:00 pm

Attendees: Steve S, Marianne, Kathleen, Susan, Steve L, Penny

*Mtg w/
Riga + Heather to
discuss.
Kim email to
SS*

April 29, 2015

University of Minnesota Meetings: Tentative timing: 8:30 am – 1:00 pm

Attendees: Kathleen, Susan, Steve S., Steve L, Penny, *Marianne?*

May 12, 2015

Robina Board Meeting: Preliminary discussion of Listening Tour meetings?

September 1, 2015

Robina Board Meeting

- Review of Listening Tour Meetings
- Discussion of Next Steps

November 19, 2015

Robina Board Meeting

- Continued discussion of Next Steps?

ROBINA FOUNDATION

November 2014

Guiding Principles for Robina Grantmaking

principle: a fundamental truth or proposition that serves as the foundation for a system of belief or behavior or for a chain of reasoning.

The Robina Foundation will:

- 1) work closely with Robina Grantees to hear their ideas and ensure a full partnership with them
- 2) fund programs that fill an important niche with the possibility of substantial achievement, with particular emphasis on impacting people's lives rather than producing abstract ideas
- 3) be willing to go through trial and error processes to get things right and be ready to persist despite criticism
- 4) seek to influence the larger environment in which programs operate and increase the chances of impact and sustainability through partnerships with other funders and substantial matching funds raised by Robina Grantees
- 5) invest in leadership of institutions and individuals
- 6) strive to establish a Robina legacy of impact in areas of need

Programs involving several Robina Grantees are desirable, but will not be required.

In addition to programs that address the Foundation's guiding principles, the Robina Board is interested in programs, whether joint or individual, that:

Advance human rights, justice, fairness and equality
Make U.S diversity an asset, not a liability
Ease human suffering
Prepare the next generation of leaders
Foster artistic / cultural creativity



ROBINA FOUNDATION BOARD MEETING

Tuesday, March 3, 2015

- 12:15 p.m.–12:45 p.m. Richard Haass, President
- 12:45 p.m.–1:15 p.m. Stewart Patrick, Director, International Institutions and Global Governance Program
International Institutions and Global Governance Program
- 1:15 p.m.–1:45 p.m. Laurie Garrett, Senior Fellow for Global Health
Global Health and Development Initiative
- 1:45 p.m.–2:15 p.m. Shannon O’Neil, Senior Fellow for Latin America Studies
Rule of Law Initiative
- 2:15 p.m.–2:30 p.m. Break
- 2:30 p.m.–3:00 p.m. Farah Pandith, Adjunct Senior Fellow
Countering Violent Extremism Initiative
- 3:00 p.m. – 3:30 p.m. Janine Hill, Director, Fellowship Affairs and Studies Strategic Planning
International Affairs Fellowship
- 3:30 p.m.–4:00 p.m. Richard Haass, President



International Institutions and Global Governance Program

February 2015

Seven years ago, the Robina Foundation chose to invest in CFR's International Institutions and Global Governance (IIGG) program. This proved to be a sound investment. Today IIGG is the world's foremost source for new ideas about today's transnational challenges and one of its most prominent venues for debating how to respond to them.

The logic that motivated the Robina Foundation in 2008 is even more compelling today. Existing institutions are straining to confront new threats, from global warming to financial crises to terrorism. They are struggling to incorporate emerging powers like China, India, and Brazil. And they are fighting to marshal sustained political backing in even the wealthiest parts of the world—not least the United States. Our divided and turbulent world urgently needs new thinking about how best to mitigate the downsides of globalization and seize new opportunities to advance mutual security and prosperity. For the past seven years, this is precisely what IIGG has provided, informing and influencing U.S. and global policies in positive directions.

IIGG's approach has been analytic, pragmatic, and catalytic. From climate change to peacekeeping to cybersecurity, IIGG has helped identify the main gaps in current international rules and institutions. It has worked with the dominant players in academia, business, civil society, and government to formulate policy recommendations that are at once innovative and practical. It has mobilized support at home and abroad for cooperative approaches to threats that no one country can confront alone. Finally, it has transformed CFR itself, by exposing the Council's influential membership to an expanding global agenda and by forging new connections among regional and issue experts in the David Rockefeller Studies Program. This work has repeatedly provided essential policy options for governments that deliver tangible benefits to citizens.

To inject new policy options into debates outside the United States, IIGG has built from scratch the only international network of think tanks dedicated to enhancing global cooperation: the Council of Councils. Recognizing that policymakers cannot act without support from citizens, IIGG has also invested in educational tools to inform domestic and international audiences about critical global problems and promising solutions to them. The interactive Global Governance Monitor and the *Internationalist* blog are the most comprehensive, engaging, and accessible resources for people seeking to learn more about global governance, and IIGG's creative marketing strategies have transmitted their insights to people around the globe. The forthcoming CoC Report Card on International Cooperation will expand IIGG's global reach even farther.

We are proud of this record of accomplishment. At the same time, our work has underscored that political convulsions, economic dislocations, and technological revolutions are raising the barriers to global cooperative action, even as they render it more essential than ever. Senior officials at the National Security Council, State Department, and other U.S. agencies increasingly turn to IIGG for assistance in designing strategies to overcome these hurdles. Our partners in the Council of Councils echo our concerns and are committed to helping CFR build an enduring, powerful coalition to design and disseminate policy options in the world's most influential countries.

To capitalize and build upon past successes, we propose to deepen and expand our work in four areas requiring policy attention, institutional innovations, and international cooperation:

- ① improving collective security, notably the rules governing the use of force;
- ② building a resilient and open world economy that can withstand both sudden shocks and protectionist pressures;
- ③ conserving the global environment as climate change and natural resources competition accelerate; and
- ④ addressing threats from illicit non-state actors, including terrorists and criminal groups.

Our objective in all of these issue areas will be to identify and promote more effective responses to the dilemmas created by the world's growing security, economic, ecological, and moral interdependence. In each case, we will ask: What are the main political and institutional obstacles to more effective international cooperation? What institutional reforms and cooperative strategies will surmount these hurdles and deliver better governance for citizens? What are the prospects for building bipartisan domestic constituencies in favor of constructive U.S. global leadership? How can CFR leverage its global networks to help overcome international divides, including those between established and rising powers?

The Robina Foundation could build on IIGG's legacy of achievement in one of three ways. The first would be to make an endowment gift of \$20 million to support the establishment of a James H. Binger Center for Global Policy. A permanent Center would assist U.S. and international policymakers in managing critical challenges for decades to come. Such an endowment would permit the hiring of an additional fellow on global policy to support the work of a director, in addition to sustaining the program's publications, meetings, outreach, and other associated activities. The second would be to endow a chair (\$8 million) to support a director/senior fellow as well as ongoing programmatic activities. The third would be to provide the program with ten years of operating funds at \$2 million per year, which would continue the initial support the Robina Foundation has given IIGG.

We look forward to working with the Robina Foundation board to determine an appropriate way to ensure that CFR continues to conduct pioneering research, craft innovative proposals, and develop political strategies to advance effective international cooperation.



Global Health and Development Initiative

February 2015

Health and development are inextricably linked. A healthier public can work harder and longer, be more productive, and generate higher levels of economic growth. But most developing countries struggle to meet the health-care needs of their citizens. Global health programs have made enormous progress treating HIV/AIDS, preventing childhood illnesses, and improving maternal health, but as the recent Ebola epidemic shows, much more remains to be done. At the same time, the prevalence of diabetes, cancers, cardiovascular disease, respiratory ailments, and other noncommunicable diseases (NCDs) is rising rapidly in low- and middle-income countries. Once viewed as a problem afflicting affluent countries, NCDs are now the leading cause of death in the developing world. The chronic nature of NCDs means patients are sick longer and require more medical care. The resulting economic costs are high and escalating. In short, if the threat that infectious and noncommunicable diseases pose isn't met head on, many of the hard-won development victories of recent decades could be lost.

The Global Health and Development Initiative looks to inform policymakers and the public of the link between health and development and to identify the concrete, actionable steps governments and international organizations can take to ease the suffering and improve the health and prosperity of millions of people around the globe. The initiative would explore broad and consequential questions. They include: What are the best practices in low- and middle-income countries for ensuring that health care is widely available and effective? How can ongoing advances in biological research be harnessed to improve the lives of people in low- and middle-income countries and to protect them from new dangers? What are the implications of unprecedented rates of urbanization occurring in Asia and Africa, along with changes in international trade and travel, agriculture production, and consumer product markets, for health-care outcomes on both continents? What can be done to alleviate the acute shortage of skilled health-care personnel in most low- and middle-income countries? The initiative would produce a robust array of meetings, publications, and digital products that it will aggressively distribute to policymakers and the public, both in the United States and abroad, through traditional media such as print and television and social media such as Twitter and Facebook.

The Global Health and Development Initiative would build on the pioneering work done by CFR's Global Health Program. Over the last decade, it has become the world's go-to resource for global health policy innovations. The program has established cross-cutting networks that bridge the gap between health and foreign policy experts, developed trend-setting frameworks for studying global health, persuaded U.S. officials to develop pandemic preparedness plans, and increased public awareness of global health issues with innovative products such as the widely praised and viewed Vaccine-Preventable Outbreaks map and the Noncommunicable Diseases interactive.

The Global Health and Development Initiative can make a pivotal difference in global health outcomes for three reasons. First, CFR is unapologetically nonpartisan. CFR does not accept government funding, and it does not speak on behalf of any special interests. There are no questions it cannot ask, and no answers it cannot share. Second, CFR has unmatched convening power. Government officials, business and religious leaders, technical experts, journalists, and policy advocates around the globe and across the ideological spectrum participate in CFR activities, rely on its work, and act on its recommendations. Third, CFR has

diverse and unrivalled expertise. The Global Health and Development Initiative would draw on the deep and broad reservoir of knowledge of both CFR's senior fellows and its members. No other think tank or university approaches the array of talent that CFR can muster.

The health challenge for development requires new thinking and new solutions. But just as the need for well-researched policy analysis and guidance is increasing, foundation support for such efforts has dwindled. Across the developed world, funds have been increasingly channeled into scientific research and direct-service programs while support for sustained policy-based research critical to understanding how such efforts can reach their full potential has declined. This shift in funding priorities has dissuaded most think tanks from entering the global health field or to leave it if they did. The result is a significant and growing gap between need and effort.

The Robina Foundation could support the Global Health and Development Initiative in two possible ways. The first would be to endow a chair for a Senior Fellow for Global Health and Development (\$8 million). The endowment would support the senior fellow as well as the program's publications, meetings, outreach, and other associated activities. The second would be to provide the program with ten years of operating funds at \$800,000 per year.

The Robina Foundation could provide additional momentum to the program by endowing (\$3 million) a Global Health and Development International Affairs Fellowship that would enable talented mid-career professionals from academia or the private sector to spend a year in government working on health and development issues or mid-career government officials to spend a year at CFR. The Global Health and Development International Affairs Fellowship would be modeled on CFR's International Affairs Fellowship, which has more than five hundred alumni including former Secretary of State Condoleezza Rice, current U.S. Ambassador to the United Nations Samantha Power, and current Chairman of the National Intelligence Council Gregory Treverton. The goal of the Global Health and Development International Affairs Fellowship would be to develop a network of scholar-practitioners capable of translating path-breaking ideas on health and development into actionable policies.



Rule of Law Initiative

February 2015

Over the last three decades the world has seen heartening advances for electoral democracy. In many formerly non-democratic nations, free and fair elections have transformed the executive and legislative branches, helping to open up once closed processes and bureaucracies. Yet holding elections has done little to change the third branch of government—the judiciary—or to create democratic rule of law more generally. Unfortunately, in too many countries, violence, oppression, and corruption operate unchecked, curtailing equality, justice, and basic human rights while limiting individual opportunity and overall economic growth.

The repeated failure of elections alone to produce justice has focused renewed attention on the centrality of the rule of law. At the very least, the rule of law is critical to allowing citizens to exercise their rights freely and thereby realize the true meaning of democracy. But the importance of the rule of law, with its implicit notion of limits on power, likely goes beyond that. Promoting the rule of law may, in fact, be the best way to protect human rights and encourage democratic transitions that don't stop at periodic elections. If so, rule-of-law initiatives not only strengthen existing democracies, they lay the foundation for transitions to true democracy and the attendant benefits of freedom, justice, and equality.

Academics and policymakers have responded to the growing recognition of the centrality of rule of law by proposing and trying new ways to strengthen legal protections, including domestic truth and reconciliation processes, local and national justice reforms, and broader educational initiatives. Multilateral organizations and civil society groups are working to reduce corruption, end impunity, and hold governments accountable. These efforts have produced much good, but they have largely proceeded in isolation from one another. No systematic attempt has been made to bring these efforts together to find and share best practices, despite the clear advantages of developing “lessons learned” for ensuring life, liberty, and equality before the law.

The Civil Society, Markets, and Democracy (CSM&D) program at the Council on Foreign Relations (CFR) seeks to address this critical gap in our understanding of how to promote human rights and stable constitutional democracy with its Rule of Law Initiative. Established in 2011, CSM&D has championed forward thinking about the successes of, and challenges to, Western political and economic models of democracy and liberal capitalism. With the Rule of Law Initiative, CSM&D would launch a consciously *comparative* inquiry into efforts to promote justice, equality, and the protection of human rights, with the goal of identifying effective ways to promote and strengthen democratic governance.

The Rule of Law Initiative would leverage CFR's existing expertise, interdisciplinary approach, convening power, and unrivalled reach to generate actionable ideas that policymakers and civil society groups could use to improve the lives of people around the world. The initiative would actively involve policymakers, practitioners, academics, activists, and other experts in the conduct of its research rather than just viewing these groups as targets for its conclusions.

The Rule of Law Initiative would focus on three issues critical to strengthening democracy and promoting justice:

Ensuring Human Rights. The basic political and civil liberties vital for democracy, economic prosperity, and personal well-being are absent or threatened in many countries. CSM&D would work to highlight innovative efforts to encourage broader recognition of these universal liberties, to grapple with past abuses, and to promote processes that encourage governments to protect their citizens from abuses. ?

Promoting Justice and Police Reform. Countries around the world are experimenting with how to make their justice systems more effective, transparent, and impartial. There are also efforts to transform local, state, and federal police—in some places moving away from authoritarian or military pasts, in others professionalizing weak or disorganized civilian forces. Important lessons can be gained in comparing these diverse efforts—what has worked, what hasn't, and what intended and often unintended consequences they have triggered. These lessons can, in turn, inform the efforts of major donor countries to promote rule-of-law efforts.

Curtailing Corruption. Corruption is regrettably pervasive and destructive in emerging democracies and economies. It undermines justice, economic opportunity, and substantive democracy. CSM&D would create digital "corruption trackers," modeled on the widely praised Nigeria Security Tracker, to track anti-corruption efforts in countries that are leaders in their region, with the aim of inspiring similar efforts elsewhere. CSM&D would also analyze efforts to increase transparency and accountability through judicial, law enforcement, and bureaucratic reforms, drawing out lessons learned and best practices to better inform current and future efforts.

The Rule of Law Initiative would leverage CFR's current scholarship in these three areas, including work by Josh Kurlantzick on Southeast Asia, John Campbell and Jendayi Frazer on Africa, Shannon O'Neil on Latin America, and continuing the work of Senior Fellow Mark Lagon (who recently departed to lead Freedom House) on human rights. The Rule of Law Initiative would also enlist the talents and expertise of CFR's unmatched membership, which include leaders from government, business, academia, and civil society groups. CSM&D would develop and promote its insights through publications, digital interactives, roundtables and workshops, and an annual symposium focusing on the challenges that specific countries face. As with all other CFR initiatives, CSM&D would consciously design its work and outreach to inform and influence high-level policy debates and the broader public.

Full support for the Rule of Law initiative would require roughly \$6 million over five years. This would enable CSM&D to galvanize and expand the scholarship already underway on Africa, the Middle East, Southeast Asia, and Latin America. CFR would hire a full-time senior fellow on human rights and create a fellowship, modeled on CFR's successful International Affairs Fellowship, to bring a distinguished thought leader or activist on rule-of-law issues to spend a year in residence in CFR's offices in either New York or Washington, DC. CSM&D would aggressively disseminate its findings through traditional media, CFR's award-winning website, and social media.



Countering Violent Extremism Initiative

February 2015

The recent shootings in Denmark, the Charlie Hebdo massacre in Paris, and the attacks by lone gunmen in Sydney and Ottawa highlight the threat that jihadi extremists pose to the West. It is a threat that has already metastasized in parts of the Middle East and Africa. ISIS has seized control of parts of Iraq and Syria, importing foreign fighters and just as importantly sending them back home. The Pakistani Taliban is waging war against both the Pakistani government and their Shiite co-religionists, adding fresh instability to an already fragile country. Boko Haram terrorizes Nigeria and attacks neighboring countries. ISIS disciples in Libya brutally execute Coptic Christians. All signs point to the list of countries wracked by jihadist violence growing rather than shrinking.

Most discussions of defeating jihadist groups turn immediately to military responses, improved intelligence, and better law enforcement. While all three steps are necessary, they are not sufficient to meet the jihadist threat. It is just as important to challenge and discredit the very ideas that fuel the jihadist cause. Violent Islamic extremists recruit followers by manipulating ideas that resonate with many Muslims. These ideas stress the West's innate hostility to Islam, the moral duty to fight Islam's enemies, and the heavenly reward that awaits those who fulfill their duty. Until these ideas are delegitimized, jihadist groups will continue to operate, and even grow, no matter how many of their fighters are killed or captured.

Governments and civil society organizations around the world have increasingly come to recognize the need to actively counter the jihadist narrative. The result has been a flurry of programs, centers, and initiatives looking to generate counter-radicalization strategies (keeping people from joining jihadist groups) and deradicalization strategies (encouraging jihadists to renounce violence). What is unclear; however, is precisely which if any of these efforts work.

The Countering Violent Extremism (CVE) Initiative seeks to fill this knowledge gap by examining the critical questions of how countries can prevent their citizens—largely, but not solely, young men—from being recruited to join jihadist groups and what steps they should take to deradicalize those who have embraced radical ideologies. The initiative will examine and assess strategies being deployed in both the West and in Muslim-majority countries in the Middle East and in South and Southeast Asia. Given that the recruitment strategies of extremist groups share many similarities regardless of their ideologies, the initiative will also examine the strategies that have been used to discredit and delegitimize non-Islamic extremist groups. In pursuing both avenues of analysis, the initiative will actively involve a wide range of policymakers, academics, activists, and other experts in its research. The goal will be both to solicit their insights and to encourage them to share the initiative's findings with a broader global audience.

The CVE Initiative would build on the pioneering work that CFR has done in the field of combatting extremist violence. In 2011, CFR collaborated with Google Ideas on the Summit Against Violent Extremism, the first meeting of its kind to examine the recruitment tactics used by a range of extremist groups, from jihadists to neo-Nazi skinheads to gangs in American cities. In 2013, Senior Fellow Ed Hussain, a former Islamist himself, proposed the creation of a "Global Fund" to support local efforts to counter jihadist narratives and promote deradicalization. That proposal prompted the U.S. State Department, working with friendly countries, to

launch the Global Fund on Community Engagement and Resilience later that year. It supports efforts by local groups to promote alternatives to radicalization. Adjunct Senior Fellow Farah Pandith previously helped the U.S. State Department design strategies for how U.S. embassies in Europe can work with host countries to counter jihadist ideology.

Full support for the CVE Initiative would require roughly \$5 million over five years. This would enable the initiative to produce a broad range of written publications and digital products. It would also enable CFR to host an annual high-level symposium examining the success of CVE efforts around the world, as well as "flashpoint workshops" intended to allow U.S. government officials and regional experts to examine jihadist dynamics in specific countries. Each year, the CVE Initiative would invite a distinguished thought leader or activist in the fight against violent extremism to spend a term in residence at the Council's offices in either New York or Washington, DC. CFR would aggressively disseminate the findings of the CVE Initiative through traditional media, CFR's award-winning website, and social media.



International Affairs Fellowship

February 2015

Over the past forty years, CFR's International Affairs Fellowship (IAF) program has established itself as a training ground for the next generation of foreign policy leaders. Each year it gives eight to ten talented individuals between the ages of twenty-seven and thirty-five the opportunity to hone their analytical capabilities and to broaden their foreign policy experience at a pivotal time in their careers. Candidates from academia and the private sector are selected by a committee of CFR members for one-year fellowships that they spend in government at places such as the departments of state, defense, and treasury or the World Bank. Similarly, rising stars in government are given the opportunity to spend one year in a scholarly setting such as a think tank or university, free from the day-to-day pressures faced by bureaucrats.

More than 550 individuals have participated in the program since it was established in 1967. Former Secretary of State Condoleezza Rice, U.S. Ambassador to the United Nations Samantha Power, Chairman of the National Intelligence Council Gregory Treverton, Undersecretary of State Rose Gottemoeller, former Deputy Secretary of State James Steinberg, and former Undersecretary of State Joan Spero are just a few of the many accomplished figures who are part of this alumni network. At the 2013 IAF Conference, an annual event that highlights the work of each year's class of fellows and attracts more than 150 attendees, then U.S. Ambassador to NATO Ivo Daalder described his IAF placement at the National Security Council nearly two decades earlier as "a career changing experience . . . I started to appreciate not only policy from a different angle, but policymaking. It changed the way I taught. . . . It changed the way I wrote. . . . It did exactly what you want the IAF to do." Today the fellowship continues to produce an extraordinary cadre of scholar-practitioners who are prepared to undertake work that is relevant and applicable to the full range of foreign policy challenges facing the United States and the world.

The deep and talented applicant pool and the high demand for IAF fellows by government agencies shows that CFR is fulfilling a clear need with the IAF program. But following initial investments by the Ford Foundation and others during the program's early years, funding for mid-career fellowships such as the IAF has become scarce. As a result, it is becoming increasingly difficult to sustain the current eight to ten fellowships and the fellowship stipend has become less competitive. The White House Fellowship, the IAF's only peer competitor, offers an annual salary (with health benefits) of \$114,000, compared to the IAF's annual stipend of \$85,000.

CFR is looking to establish an endowment that will sustain the IAF program at this level in perpetuity. An endowment gift on the order of \$15 million would make that possible, and CFR would be honored to name this prestigious Council program the James H. Binger International Affairs Fellowship. Such an endowment would make it possible to maintain the IAF stipend at a level comparable with the White House Fellowship. It would also allow CFR to significantly enrich the IAF program by restoring the travel grants it once offered to each fellow. IAFs are routinely invited to speak at high-level events, but CFR has been unable to provide travel funds as the result of cost-cutting measures. Travel grants would substantially boost the visibility of fellows and enrich their experience. Finally, an endowment gift of this size would significantly enhance current IAF programming and provide additional networking events for current and former IAFs throughout the year.



Laurie Garrett has been a senior fellow for global health at the Council on Foreign Relations (CFR) in New York since 2004. Ms. Garrett is the only writer ever to have been awarded all three of the Big "Ps" of journalism: the Peabody, the Polk, and the Pulitzer. Her expertise includes global health systems, chronic and infectious diseases, and bioterrorism.

Ms. Garrett is the best-selling author of *The Coming Plague: Newly Emerging Diseases in a World Out of Balance* (Farrar, Straus, and Giroux, 1994) and *Betrayal of Trust: The Collapse of Global Public Health* (Hyperion Press, 2000). Her most recent ebook is *Ebola: Story of an Outbreak* (Hachette Book Group, 2014), which argues that learning from past outbreaks is the key to solving the Ebola crisis of 2014. Over the years, she has also contributed chapters to numerous books, including *AIDS in the*

World (Oxford University Press, 1993), edited by Jonathan Mann, Daniel Tarantola, and Thomas Netter, and *Disease in Evolution: Global Changes and Emergence of Infectious Diseases* (New York Academy of Sciences, 1994), edited by Mary E. Wilson. Her latest book is *I Heard the Sirens Scream: How Americans Responded to the 9/11 and Anthrax Attacks*.

She graduated with honors in biology from the University of California, Santa Cruz. She attended graduate school in the Department of Bacteriology and Immunology at University of California, Berkeley, and did laboratory research at Stanford University with Dr. Leonard Herzenberg. During her PhD studies, she started reporting on science news at KPFA, a local radio station. The hobby soon became far more interesting than graduate school, and she took a leave of absence to explore journalism. At KPFA, Ms. Garrett worked on a documentary, coproduced with Adi Gevins, that won the 1977 George Foster Peabody Award.

After leaving KPFA, Ms. Garrett worked briefly in the California Department of Food and Agriculture, assessing the human health impacts of pesticide use. She then went overseas, living and working in southern Europe and sub-Saharan Africa, freelance reporting for Pacifica Radio, Pacific News Service, BBC Radio, Reuters, Associated Press, and others. In 1980, she joined National Public Radio, working out of the network's San Francisco and, later, Los Angeles bureaus as a science correspondent. During her NPR years, Ms. Garrett received awards from the National Press Club (Best Consumer Journalism, 1982), the San Francisco Media Alliance (Meritorious Achievement Award in Radio, 1983), and the World Hunger Alliance (First Prize, Radio, 1987).

In 1988, Ms. Garrett left NPR to join the science writing staff of *Newsday*. Her *Newsday* reporting has earned several awards, including the *Newsday* Publisher's Award (Best Beat Reporter, 1990), Award of Excellence from the National Association of Black Journalists (for "AIDS in Africa," 1989), Deadline Club of New York (Best Beat Reporter, 1993), First Place from the Society of Silurians (for "Breast Cancer," 1994), and the Bob Considine Award of the Overseas Press Club of America (for "AIDS in India," 1995). She has also written for many publications, including *Foreign Affairs*, *Esquire*, *Vanity Fair*, the *Los Angeles Times*, the *Washington Post*, and *Current Issues in Public Health*. She has appeared frequently on national television programs, including ABC's *Nightline*, *NewsHour with Jim Lehrer*, *The Charlie Rose Show*, *The Oprah Winfrey Show*, *Dateline*, *The International Hour* (CNN), and *Talkback* (CNN).

Ms. Garrett is a member of the National Association of Science Writers and served as the organization's president during the mid-1990s. She lives in Brooklyn Heights, New York.



Richard Haass is in his twelfth year as president of the Council on Foreign Relations, an independent, nonpartisan membership organization, think tank, and publisher dedicated to being a resource to help people better understand the world and the foreign policy choices facing the United States and other countries.

In 2013, he served as the chair of the multi-party negotiations in Northern Ireland that provided the foundation for the 2014 Stormont House Agreement. For his efforts to promote peace and conflict resolution, he received the 2013 Tipperary International Peace Award.

From January 2001 to June 2003, Dr. Haass was director of policy planning for the Department of State, where he was a principal adviser to Secretary of State Colin Powell. Confirmed by the U.S. Senate to hold the rank of ambassador, Dr. Haass also served as U.S. coordinator for policy toward the future of Afghanistan and U.S. envoy to the Northern Ireland peace process. In recognition of his service, he received the State Department's Distinguished Honor Award.

Dr. Haass has extensive additional government experience. From 1989 to 1993, he was special assistant to President George H.W. Bush and senior director for Near East and South Asian affairs on the staff of the National Security Council. In 1991, Dr. Haass was awarded the Presidential Citizens Medal for his contributions to the development and articulation of U.S. policy during Operations Desert Shield and Desert Storm. Previously, he served in the Departments of State (1981-85) and Defense (1979-80) and was a legislative aide in the U.S. Senate.

Dr. Haass also was vice president and director of foreign policy studies at the Brookings Institution, the Sol M. Linowitz visiting professor of international studies at Hamilton College, a senior associate at the Carnegie Endowment for International Peace, a lecturer in public policy at Harvard University's John F. Kennedy School of Government, and a research associate at the International Institute for Strategic Studies. A Rhodes scholar, Dr. Haass holds a BA from Oberlin College and Master and Doctor of Philosophy degrees from Oxford University. He has also received numerous honorary degrees.

Dr. Haass is the author or editor of twelve books on American foreign policy and one book on management. His most recent books are *Foreign Policy Begins at Home: The Case for Putting America's House in Order*, and *War of Necessity, War of Choice: A Memoir of Two Iraq Wars*.

Dr. Richard Haass was born in Brooklyn, New York, in 1951 and lives in New York City.



Janine Hill is director of fellowship affairs and studies strategic planning at the Council on Foreign Relations (CFR). As director of fellowship affairs, she coordinates the recruitment and selection process for CFR's extensive fellowship program. As director of studies strategic planning, she coordinates fundraising strategies to support the work of the scholars within the David Rockefeller Studies Program, CFR's think tank.

Hill has been involved in the management of the Studies Program for the past ten years. She joined CFR in 2002 as associate director of the Center for Preventive Action (CPA), where she focused on conflict prevention in Southeast Asia and Africa and on fundraising for CPA.

Prior to joining CFR, Hill was vice president in corporate finance at Salomon Brothers and assistant treasurer at Time Incorporated. Before that, Hill practiced corporate law at Sullivan & Cromwell.

Born in St. Louis, Missouri, Hill grew up in France and Belgium. She graduated from the University of Paris summa cum laude with a degree in international law and economics and has a JD from Harvard Law School. She is a member of the board of trustees of AXA Art Insurance Corporation, the Hirshhorn Museum and Sculpture Garden (Washington, DC), and Our Lady Queen of Angels School (a parochial school in East Harlem). Hill is fluent in French, speaks Spanish and German, and is studying Arabic.



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

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

Institution. From 1987 until 1999, he was a professor of political science at the University of Iowa.

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

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

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

Dr. Lindsay was born in Winchester, Massachusetts in 1959 and lives in the Washington, DC, suburbs.



Shannon K. O'Neil is senior fellow for Latin America Studies at the Council on Foreign Relations (CFR), an independent, nonpartisan membership organization, think tank, and publisher. Her expertise includes U.S.-Latin American relations, trade, energy, and immigration. She is the author of *Two Nations Indivisible: Mexico, the United States, and the Road Ahead* (Oxford University Press, 2013), which analyzes the political, economic, and social transformations Mexico has undergone over the last three decades and why these changes matter for the United States. She also directed CFR's *Independent Task Force on North America: Time for a New Focus*, as well as the *Independent Task Force on U.S.-Latin America Relations: A New Direction for a New Reality*.

Dr. O'Neil has testified before Congress on U.S. policy toward Mexico and she is a frequent commentator on major television and radio programs. She has also spoken at numerous academic, business, and policy conferences. Her work has been published in *Foreign Affairs*, *Foreign Affairs Latinoamerica*, *Americas Quarterly*, *Política Exterior*, *Foreign Policy*, the *Washington Post*, the *Los Angeles Times*, and *USA Today*, among others. Her blog, *Latin America's Moment*, analyzes developments in Latin America and U.S. relations in the region.

She has lived and worked in Mexico and Argentina, and travels extensively in Latin America. She was a Fulbright scholar; a Justice, Welfare, and Economics fellow at Harvard University; and has taught Latin American politics at Columbia University. Before turning to policy, Dr. O'Neil worked in the private sector as an equity analyst at Indosuez Capital and Credit Lyonnais Securities. She holds a BA from Yale University, an MA in international relations from Yale University, and a PhD in government from Harvard University.



Farah Pandith is an adjunct senior fellow at the Council on Foreign Relations. She has been a political appointee in the George H.W. Bush, George W. Bush and Barack H. Obama administrations. She left government at the end of January 2014 for Harvard University's Kennedy School of Government where she maintains an affiliation. She is driving efforts to counter extremism through new organizations, programs, and initiatives. She was appointed the first-ever special representative to Muslim Communities in June 2009 by Secretary of State Hillary Rodham Clinton. The Office of the Special Representative was responsible for executing a vision for engagement with Muslims around the world based on a people-to-people and organizational level. She reported directly to the secretary of state. Ms. Pandith traveled to more than eighty countries and launched youth-focused initiatives. She is also the main architect of the Women in Public Service Project. In January 2013, she

was awarded the Secretary's Distinguished Honor Award.

Prior to this appointment, Ms. Pandith was senior advisor to the assistant secretary of state for European and Eurasian Affairs. This role was created for her in the context of the Danish Cartoon Crisis, and she built new State Department strategies for how U.S. embassies in Europe understood the Muslim demographic, the increase in foreign ideologies present on the ground, and how the United States could build resilience. From December 2004 to February 2007, Ms. Pandith served as the director for Middle East Regional Initiatives for the National Security Council. Prior to joining the NSC, Ms. Pandith was chief of staff of the Bureau for Asia and the Near East for the U.S. Agency for International Development (USAID). In 2004, she spent two months in Afghanistan developing a public outreach strategy. She also served at USAID from 1990–1993 on the administrator's staff and as the special assistant to the director of policy.

From 1997 to 2003, Ms. Pandith was Vice President of International Business for ML Strategies in Boston, Massachusetts, and served as a Commissioner on Governor Paul A. Cellucci's bi-partisan Asian Advisory Commission. She has been a consultant in the public, private, and non-profit sectors and has served in leadership positions on several boards with a focus on international affairs.

Ms. Pandith received a Master's degree from The Fletcher School of Law and Diplomacy at Tufts University, where she specialized in International Security Studies, Islamic Civilizations and Southwest Asia, and International Negotiation and Conflict Resolution. She received an A.B. in Government and Psychology from Smith College, where she was president of the student body. She is currently a member of the Board of Overseers of The Fletcher School of Law and Diplomacy and the Smith College President's Council. She was awarded the Smith College Medal in February 2014 and the Distinguished Achievement Award by Tufts University in 2013.

She was born in Srinagar, Kashmir, India, and raised in the Commonwealth of Massachusetts.



Stewart Patrick is the senior fellow and director of the program on International Institutions and Global Governance (IIGG) at the Council on Foreign Relations (CFR). His areas of expertise include multilateral cooperation in the management of global issues; U.S. policy toward international institutions, including the United Nations; and the challenges posed by fragile, failing, and post-conflict states. Dr. Patrick is the author of the new book *Weak Links: Fragile States, Global Threats, and International Security* (Oxford University Press, May 2011), and he writes the blog, *The Internationalist*.

From 2005 to April 2008, he was research fellow at the Center for Global Development. He directed the center's research and policy engagement on the intersection between security and development, with a particular focus on the relationship between weak states and transnational threats and on the policy challenges of building effective institutions of governance in fragile settings. He also served as a professorial lecturer in international relations/conflict management at Johns Hopkins University's School of Advanced International Studies.

From September 2002 to January 2005, Dr. Patrick served on the secretary of state's policy planning staff, with lead staff responsibility for U.S. policy toward Afghanistan and a range of global and transnational issues. His portfolio included conducting analysis and providing recommendations for U.S. policies on weak and failing states, post-conflict reconstruction, development, refugees and migration, international law enforcement, and global health affairs. He joined the staff as an international affairs fellow at CFR.

Prior to government service, Dr. Patrick was from 1997 to 2002 a research associate at the Center on International Cooperation at New York University. In that capacity he designed and ran two multi-scholar research programs on post-conflict reconstruction and on multilateralism and U.S. foreign policy. He also taught U.S. foreign policy at NYU as an adjunct professor of political science.

Dr. Patrick graduated from Stanford University and received his doctorate in international relations, as well as two master's degrees, from Oxford University, where he was a Rhodes Scholar. He is the author, coauthor, or editor of five books. He has also authored numerous articles and chapters on the subjects of multilateral cooperation, state-building, and U.S. foreign policy.

**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 (1)

(1) Includes the following commitments:

\$3,990,000 (2015) to Abbott's *LifeCourse* project;

\$4,189,088 (2015-2016) to CFR's *IIGG Phase II*; \$470,722 (2015) for CFR's *Expanded Diversity Initiative in Foreign Policy*; \$879,735 (2015) *Expanded Diversity – Additional Activities and HIA Supplemental Request*;

\$3,411,203 (2015-2016)) for U of M *Institute of Criminal Law & Criminal Justice* program; \$2,689,074 (2015-2017) for *Sentencing Law Program Enhancements*; \$500,000 (2015-2016) 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*;

\$1,000,000 (2015) for *Yale Human Rights Fellowship Initiative*

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

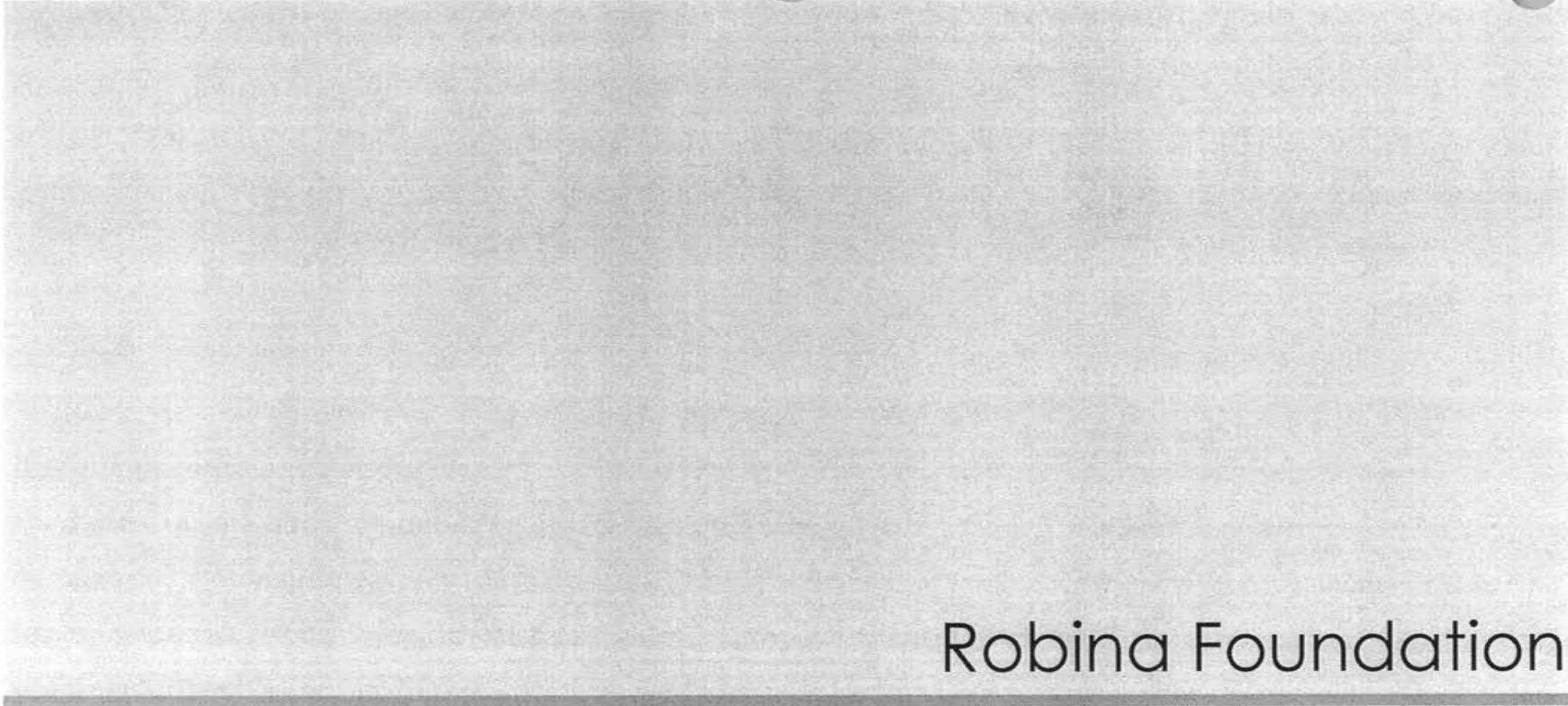
Assets	09/30/11	12/31/11	03/31/12
USbank Checking	3,242,279	3,107,762	1,554,595
USbank Investment	79,623,780	74,568,396	76,710,536
Estate of Jim Binger	30,618,655	30,705,220	30,640,055
IRS Refund	11,622,180	12,445,745	12,445,745 (4)
Total	\$125,106,894	120,827,123	121,350,931

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	
USbank Investment	83,728,078	82,272,092	
Residual of JPMorgan	78,426	4,187	
Bazal Property	293,500	293,500	
Total	84,256,819	82,796,456	



Robina Foundation

Quarterly Financial Report

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

December 31, 2014

Robina Foundation

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Robina Foundation

Executive Summary

Mission Statement

The Robina Foundation, a Minnesota-based private grantmaking foundation, seeks to positively impact critical social issues by encouraging innovation and financially supporting transformative projects of its four institutional partners. These partners, selected by the Foundation's founder, James H. Binger, are: Abbott Northwestern Hospital, Minneapolis, MN; The Council on Foreign Relations, New York, NY; University of Minnesota Law School, Minneapolis, MN; and Yale University, New Haven, CT.

Observations and Recommendations

1. The value of our portfolio was \$82,796,457 on December 31, 2014.

Portfolio fund performance approximates the benchmark in the long term. Most of the benchmark underperformance in the 1 year period was due to the hedged fixed income investments. The HFRI relative value index is not a good representation of the types of hedged fixed income investments in our three managers, but unfortunately is the only benchmark available. Since Sept 30, capital markets have experienced extended and increased volatility, following more than two years of relative calm. Since our asset allocation is 54% cash and bonds, and only 46% market portfolio (risk assets), our total fund performance is somewhat less volatile. Market forecasters are all over the place, so there is no consensus on market direction. One year ago, which wall street forecasters would have predicted 2% long bonds, 6% equity returns for 2014, GDP growth of 5% annualized based on the fourth quarter, broad economic-based employment expansion, unemployment at 6%, and a barrel of oil at \$50? Who can we trust to predict 2015?

	Year to Date	1 Year	3 Year	5 Year	From Inception
Portfolio	1.70	1.70	7.54	4.29	3.85
Benchmark	2.21	2.21	7.56	3.92	3.55

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2. We began the fourth quarter with assets of \$84,256,819, earned (\$453,605), awarded grants of \$858,278, and had \$148,480 in operating expenses.

	Q1	Q2	Q3	Q4	YTD
Beginning Balance:	\$95,132,519	\$89,006,105	\$89,678,334	\$84,256,819	\$95,132,519
Plus Earnings:	\$1,002,556	\$1,872,670	(\$566,178)	(\$453,605)	\$1,855,442
Less Grants:	(\$7,005,888)	(\$1,000,000)	(\$4,711,871)	(\$858,278)	(\$13,576,037)
Less Expenses:	(\$123,082)	(\$200,440)	(\$143,466)	(\$148,480)	(\$615,468)
Ending Balance:	\$89,006,105	\$89,678,334	\$84,256,819	\$82,796,457	\$82,796,457

3. There were no major portfolio shifts. A small balance remains with JP Morgan to pay legal fees, etc. We expect that the Tartan LP will be sold by Dorsey Trust Bank within the near future.

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Executive Financial Summary

	2013	2014			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Cash	\$22,822,532	\$28,425,197	\$7,308,535	\$3,732,900	\$3,517,816
Bonds	\$11,086,742	\$10,452,306	\$31,103,653	\$30,297,169	\$29,706,340
Market Portfolio	\$61,223,246	\$50,128,602	\$51,266,147	\$50,226,750	\$49,572,300
Equities	\$41,814,466	\$30,439,378	\$31,173,854	\$30,183,817	\$29,784,705
Other	\$19,408,780	\$19,689,224	\$20,092,292	\$20,042,933	\$19,787,595
Grand Total	\$95,132,519	\$89,006,105	\$89,678,334	\$84,256,819	\$82,796,457

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Sources of Capital

	2013	2014			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Residual of JP Morgan					
Cash					
JHB Cash/MM	\$48,770	\$16,410	\$16,410	\$199	\$431
JHB Income Cash/MM	\$3,579	\$3,579	\$3,579	\$0	\$0
JHB Legal Serv. Retainage				\$13,277	\$3,757
Cash Total	\$52,349	\$19,989	\$19,989	\$13,426	\$4,187
Revocable Trust - Dorsey Trust					
JHB Revocable Trust*	\$1,908,205	\$1,907,555	\$1,907,555	\$0	\$0
JHB Income Account*	\$134,435	\$134,585	\$134,739	\$0	\$0
Tartan I LP*	\$79,769	\$79,769	\$79,769	\$65,000	\$0
Revocable Trust Total	\$2,122,408	\$2,121,909	\$2,122,062	\$65,000	\$0
Other Securities					
All Other Securities*	\$66,576	\$66,576	\$66,576	\$0	\$0
Residual of JP Morgan Total	\$2,241,333	\$2,208,474	\$2,208,627	\$78,426	\$4,187

Robina Foundation

	2013	2014			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
US Bank Investments					
Cash					
US Bank Cash/MM	\$20,508,647	\$26,266,565	\$5,065,309	\$3,562,659	\$3,318,952
Bonds					
Global Bond Funds - Loomis Sayles			\$8,079,523	\$8,047,714	\$7,912,525
US Bank Credit Fund-Mainstay			\$8,033,543	\$7,916,143	\$7,790,356
US Corporate Issues	\$4,875,019	\$2,090,334	\$5,351,753	\$4,951,356	\$4,933,473
Non-US Corporate Issues			\$3,659,785	\$2,502,471	\$2,488,812
NuVeen High Income Bond FD CL I	\$2,935,262	\$2,984,020	\$3,026,278	\$2,919,009	\$2,723,975
Global Bond Funds - T Rowe Price Intl Bond Fund	\$1,873,871	\$1,913,321	\$1,952,771	\$1,842,311	\$1,763,412
Oppenheimer Senior Floating Rate		\$1,000,000	\$1,000,000	\$983,333	\$963,095
BP Capital PLC	\$728,210	\$723,058	\$0	\$0	\$0
Total Capital SA	\$521,785	\$519,555	\$0	\$0	\$0
Barclays Voyager Medium Term Note (06/07/2016)		\$530,550	\$0	\$562,515	\$560,198
Barclays Voyager Medium Term Note (07/15/2016)		\$540,270	\$0	\$572,318	\$570,495
Bonds Total	\$10,934,147	\$10,301,109	\$31,103,653	\$30,297,169	\$29,706,340

Robina Foundation

	2013	2014			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Equities					
US and Non-US					
Stock Funds	\$33,448,228	\$23,559,759	\$24,419,779	\$23,659,477	\$23,472,753
Hedge					
Common Sense Offshore LTD	\$1,965,772	\$189,390	\$162,982	\$79,365	\$36,931
Common Sense Holdback	\$0	\$89,673	\$0	\$0	\$0
Pointer Offshore Ltd	\$3,495,132	\$3,695,224	\$3,685,760	\$3,895,529	\$3,933,706
Hedge Total	\$5,460,904	\$3,974,287	\$3,848,742	\$3,974,894	\$3,970,637
Private Equity					
Flag Private Equity LP	\$685,398	\$685,398	\$685,398	\$584,500	\$584,500
Flag Venture Partners III LP	\$585,240	\$585,240	\$585,240	\$461,205	\$461,205
Flag Venture Partners IV LP	\$900,275	\$900,275	\$900,275	\$769,320	\$769,320
Pfingsten Partners III LP	\$734,420	\$734,420	\$734,420	\$734,420	\$526,290
Private Equity Total	\$2,905,333	\$2,905,333	\$2,905,333	\$2,549,445	\$2,341,315
Equities Total	\$41,814,466	\$30,439,378	\$31,173,854	\$30,183,817	\$29,784,705

Robina Foundation

	2013	2014			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Bond Hedge Funds, Real Estate, and Commodities					
Non-US Bonds					
Ontario Province	\$152,595	\$151,197	\$0	\$0	\$0
Bond Hedge Funds					
Gam Absolute Return Bond Fund	\$3,415,079	\$3,448,621	\$3,479,342	\$3,429,181	\$3,392,157
GCA Credit Opportunities Offshore	\$4,592,190	\$4,682,111	\$4,750,174	\$4,772,350	\$4,775,872
Marathon Credit Opportunity Fund Ltd	\$3,685,938	\$3,842,374	\$3,879,395	\$3,887,310	\$3,601,952
Bond Hedge Funds Total	\$11,693,207	\$11,973,106	\$12,108,911	\$12,088,841	\$11,769,982
Real Estate					
IDR Core Equity Re Strategy 2010	\$6,836,592	\$6,775,902	\$7,040,028	\$7,154,826	\$7,325,070
Commodities					
Oppenheimer Com Str Tr Fd Y	\$472,137	\$500,371	\$503,508	\$440,766	\$367,043
Other Bonds, Real Estate, and Comm. Total	\$19,154,531	\$19,400,576	\$19,652,448	\$19,684,433	\$19,462,095
US Bank Investments Total	\$92,411,790	\$86,407,628	\$86,995,264	\$83,728,078	\$82,872,530

Robina Foundation

Asset Summary

	2013	2014			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Residual of JP Morgan - Dorsey Trust	\$2,241,333	\$2,208,474	\$2,208,627	\$78,426	\$4,187
US Bank Investments	\$92,411,790	\$86,407,628	\$86,995,264	\$83,728,078	\$82,272,092
Robina Checking Account	\$218,896	\$96,503	\$180,943	\$156,815	\$194,677
Bazal Property	\$260,500	\$293,500	\$293,500	\$293,500	\$325,500
Grand Total	\$95,132,519	\$89,006,105	\$89,678,334	\$84,256,819	\$82,796,457

Robina Foundation

Asset Allocation Report: 12/31/2014

	Actual (\$)	Actual (%)	Goal (\$)	Goal (%)
Cash				
JHB Cash/MM	\$431	0%		
JHB Income Account	\$0	0%		
JHB Income Cash/MM	\$0	0%		
JHB Revocable Trust	\$0	0%		
US Bank Cash/MM	\$3,318,952	4%		
US Bank Checking	\$194,677	0%		
JHB Legal Serv. Retainage	\$3,757	0%		
Cash Total	\$3,517,816	4%	\$4,139,823	5%
Bonds	\$29,706,340	36%	\$49,677,874	60%
Market Portfolio				
Equities	\$23,472,753	28%		
Hedge	\$18,081,934	22%		
Other	\$8,017,613	10%		
Market Portfolio Total	\$49,572,300	60%	\$28,978,760	35%
Grand Total	\$82,796,457	100%	\$82,796,457	100%

Goals are based on 2022 Sunset Scenario

Robina Foundation

Asset Allocation Report – Robina Perspective: 12/31/2014

	Actual (\$)	Actual (%)	Goal (\$)	Goal (%)
Cash				
Residual of JP Morgan	\$4,187	0%		
US Bank Cash/MM	\$3,318,952	4%		
US Bank Checking	\$194,677	0%		
Cash Total	\$3,517,816	4%	\$4,139,823	5%
Fixed Income				
Bonds	\$29,706,340	36%		
Non-US	\$0	0%		
JHB Revocable Trust	\$0	0%		
Hedge Funds	\$11,769,982	14%		
Fixed Income Total	\$41,476,322	50%	\$49,677,874	60%
Market Portfolio				
JP Securities	\$0	0%		
US Bank Equity Funds	\$23,472,753	28%		
US Bank Hedge Equities	\$6,311,952	8%		
US Bank Real Estate	\$7,325,070	9%		
US Bank Commodities	\$367,043	0%		
Bazal Property	\$325,500	0%		
Market Portfolio Total	\$37,802,318	46%	\$28,978,760	35%
Grand Total	\$82,796,457	100%	\$82,796,457	100%

Goals are based on 2022 Sunset Scenario

Robina Foundation

Grants Paid/Committed: 2014

	Qtr1	Qtr2	Qtr3	Qtr4	Grand Total
Allina Health System/Abbott Northwestern	\$4,334,266				\$4,334,266
Life Course/Late Life Supportive Care	\$4,334,266				\$4,334,266
Council on Foreign Relations	\$470,722	\$2,034,971	\$858,278		\$3,363,971
International Institutions and Global Governance (IIGG) Phase II		\$2,034,971			\$2,034,971
Expanded Diversity Initiative in Foreign Policy	\$470,722				\$470,722
Expanded Diversity Initiative in Foreign Policy - Additional Activities +HIA Supplemental Request				\$858,278	\$858,278
University of Minnesota Law School	\$2,000,900	\$2,676,900			\$4,677,800
Public Interest Scholars		\$809,355			\$809,355
Institute on Criminal Law and Justice	\$1,750,900				\$1,750,900
Support Scholarships	\$250,000				\$250,000
Sentencing Law Program Enhancements (CL&CJ)		\$844,658			\$844,658
Center for New Americans		\$1,022,887			\$1,022,887
Yale University	\$200,000	\$1,000,000			\$1,200,000
Yale Law School: Human Rights Fellowship Initiative Phase II		\$1,000,000			\$1,000,000
Tom Crosby Memorial	\$200,000				\$200,000
Grand Total	\$7,005,888	\$1,000,000	\$4,711,871	\$858,278	\$13,576,037

Long Term History and Projections

Grants Paid and Committed	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Budget	Actual YTD	2015 Budget	2016 Budget	2017 Budget	Grand Total
Allina Health System/Abbott Northwestern	\$1,253,535	\$2,373,233	\$2,373,232		\$2,356,696	\$4,245,492	\$4,334,266	\$4,334,266	\$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	\$4,334,266	\$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	\$3,363,971	\$3,424,881	\$2,114,664		\$23,337,239
Diversity Scan				\$15,000								\$15,000
Expanded Diversity Initiative in Foreign Policy					\$377,034	\$426,492	\$470,722	\$470,722	\$470,722			\$1,744,970
International Institutions and Global Governance (IIIGG) Phase I	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000								\$8,000,000
International Institutions and Global Governance (IIIGG) Phase II					\$2,046,627	\$2,034,671	\$2,034,971	\$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	\$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	\$4,677,800	\$4,745,354	\$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	\$1,750,900	\$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	\$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	\$844,658	\$869,997	\$896,097	\$922,980	\$4,353,788
Center for New Americans						\$1,349,393	\$1,022,887	\$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	\$1,200,000	\$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			\$200,000	\$200,000				\$3,800,000
Tom Crosby Memorial												\$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	\$13,576,037	\$13,160,235	\$6,761,761	\$922,980	\$104,310,015
Outstanding Commitments							\$858,278		\$13,160,235	\$6,761,761	\$922,980	\$21,703,254
Financial Outlook	2008	2009	2010	2011	2012	2013	2014		2015	2016	2017	
Beginning Year Net Assets					\$120,827,000	\$100,568,259	\$95,132,519		\$82,796,457	\$72,831,626	\$68,694,338	
Plus Revenues					\$6,569,686	\$8,170,242	\$1,855,442		\$3,829,336	\$3,277,423	\$3,091,245	
Less Expenses, 3% P.A. Growth					-\$399,818	-\$453,856	-\$615,468		-\$633,932	-\$652,950	-\$672,538	
Less Grants Paid					-\$26,428,609	-\$13,152,126	-\$13,576,037		-\$13,160,235	-\$6,761,761	-\$922,980	
Year End Net Assets				\$120,827,000	\$100,568,259	\$95,132,519	\$82,796,457		\$72,831,626	\$68,694,338	\$70,190,065	
Return Assumptions	2008	2009	2010	2011	2012	2013	2014		2015	2016	2017	
Asset Allocation									45.0%	25.0%	0.0%	
Market Portfolio									55.0%	75.0%	100.0%	
Fixed Income												
Expected Return									6.0%	6.0%	6.0%	
Market Portfolio									3.5%	4.0%	4.5%	
Fixed Income									4.6%	4.5%	4.5%	
Total Portfolio Expected Return												

US Bank Performance Report

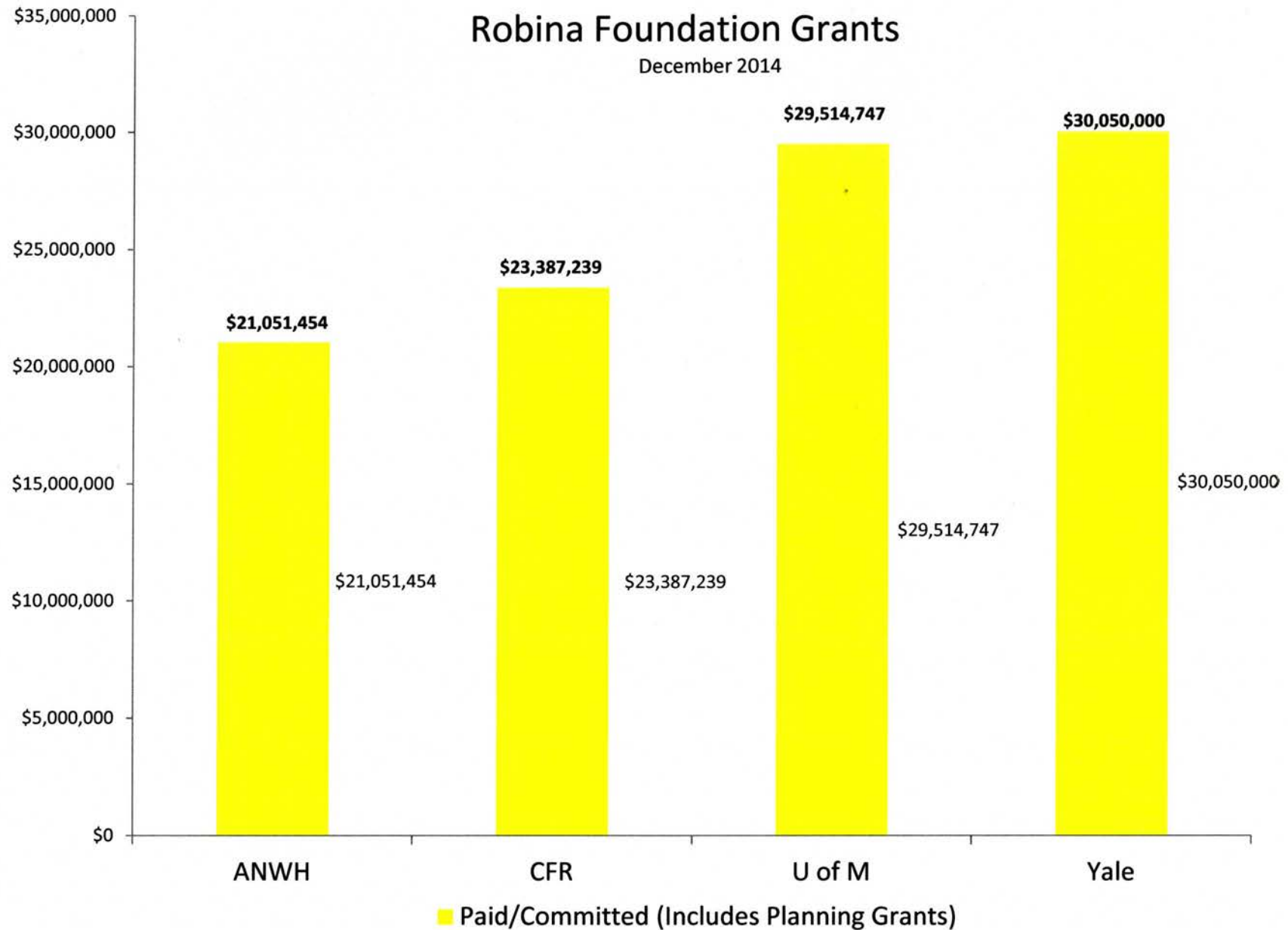
Selected Period Performance ROBINA FOUNDATION MGMT AGY Period Ending: 12/31/2014

Sector	Market Value	Year to Date (1 Year)	3 Years	5 Years	Inception to Date (91 Months)
Total Portfolio	82,439,978				
Total Managed Portfolio	72,773,593	1.70	7.54	4.29	3.85
Robina Custom Benchmark		2.21	7.56	3.92	3.55
Domestic Equity	13,191,003	11.96	19.92		
DJWilshire 5000 Index		12.06	20.35	15.63	6.59
Hedged Equity	3,970,637	11.71	6.87		
HFRI Equity Hedge Index		2.26	7.87	4.90	2.41
Developed Foreign	7,769,694	-6.27	10.55		
MSCI EAFE Index (Net)		-4.90	11.06	5.33	-.37
Emerging Foreign	2,575,707	-3.47	6.21		
MSCI EM Free Index (USD)		-2.19	4.04	1.78	1.62
Domestic Fixed	16,488,216	1.24	2.91	2.65	
Foreign Fixed Income	4,278,622	-.74	.70	2.10	
Barclays 1-3 Yr Gov/Credit Index		.77	.89	1.41	2.74
Hedged Fixed Income	19,682,507	1.13	6.72		
HFRI Relative Value Index (Total)		4.48	7.35	6.66	5.16
Total Commodities	1,497,736	-3.18	-6.24		
Dow Jones UBS Commodity TR		-17.01	-9.43	-5.53	-5.88
Total Cash Equivalents	3,319,472	.20	.19	.15	.84
Citigroup 3 Mo T-Bill Index		.03	.05	.07	.64
Non-Mgd Real Estate	7,325,070	10.85			
Non-Mgd Other	2,341,315	1.48	-12.92		

ROBINA FOUNDATION GRANTS PAID/COMMITTED															
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	TOTAL
ANWH															
Care Guides	1,253,535	2,373,233	2,373,232												6,000,000
LifeCourse: Late Life Supportive Care + Additional Funding					2,356,696	4,245,492	4,334,266								10,936,454
LifeCourse: Transition Phase								3,990,000							3,990,000
														ANWH Total	20,926,454
CFR															
IIGG	2,000,000	2,000,000	2,000,000	2,000,000	2,046,627	2,034,671	2,034,971	2,074,424	2,114,664						18,305,357
Online Video Project				419,750	276,805										696,555
Expanded Diversity Initiative				15,000	377,034	426,492	470,722	470,722							1,759,970
Expanded Diversity Initiative - Additional Activities - HIA						837,344	858,278	879,735							2,575,357
														CFR Total	23,337,239
U of M															
LaPPS	1,400,000	1,436,750	1,480,338	2,850,854	893,457										8,061,399
Institute of Criminal Law & Justice					847,190	1,494,134	1,750,900	1,771,752	1,639,451						7,503,427
Sentencing Law Program Enhancements (CL&CJ)						820,056	844,658	869,997	896,097	922,980					4,353,788
Scholarships					250,000	250,000	250,000	250,000	250,000						1,250,000
Public Interest Scholars					379,800	694,544	809,355	813,736	804,188						3,501,623
Center for New Americans						1,349,393	1,022,887	1,039,869	1,057,361						4,469,510
														U of M Total	29,139,747
YALE															
Yale Drama															
CNT	750,000	750,000	1,350,000	950,000	18,000,000										21,800,000
Yale Law															
Human Rights	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000							8,000,000
Yale University															
Thomas M. Crosby, Jr. Scholarship							200,000								200,000
														Yale Total	30,000,000
TOTAL	6,403,535	7,559,983	8,203,570	7,235,604	26,427,609	13,152,126	13,576,037	13,160,235	6,761,761	922,980				TOTAL	103,403,440
YEAR END NET ASSETS*															
				120,827,000	100,568,259	95,132,519	82,872,530	72,911,217	68,777,511	70,276,981					
*Estimated by Mike Sullivan based upon the projected grant programs and using asset allocation and assumed return assumptions.															
March 4, 2015 Board Meeting															
Planning Grants in 2005-2008 not included above: Abbott - \$125,000; CFR - \$50,000; U of M Law School - \$375,000; Yale University - \$50,000															
Miscellaneous Grants not included above: ArtPlace Initiative - \$500,000; Aspen Institute: Justice and Society Program - \$130,575; The Center for Victims of Torture - \$26,000															

Robina Foundation Grants

December 2014



1. Brief Project Summary

A Supportive Care Approach for Patients Late in Life: LifeCourse will demonstrate a system of supportive care to improve the care experience of patients, their families, and caregivers. Attention is given to creating a sustainable, scalable model that provides both clinical and economic value.

Background: The reason for this initiative

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

- They and their families are often at a loss when seeking support from the health care system, particularly with non-medical concerns.
- Families find themselves in the role of primary managers of medical care, coordinating multiple physicians and often delivering sophisticated medical treatments at home.
- Clinicians lack standardized, reliable systems to integrate late life supportive care services into primary and specialty care, despite their desire to do so.

Goals

LifeCourse has built and is testing a person-centered approach that addresses these challenges. If successful, the trial will demonstrate the ability of this new care model to:

1. Reliably address patients' and families' goals, reflecting the needs of the whole person,
2. Maintain or improve overall quality of life for patients and families,
3. Improve the care experience of individuals and their families.

As a consequence, LifeCourse will:

4. Improve utilization of palliative care and hospice while avoiding undesired hospital admissions,
5. Lower total costs of care, and
6. Maintain or improve job satisfaction of team members.

The LifeCourse Model

LifeCourse utilizes trained lay health care workers, care guides, to establish regular contact with patients and their loved ones. Visits are structured to fulfill a core set of tasks that promote the goals of supportive care, while allowing for individualized attention to what matters most. Care guides ensure that each individual can express their goals and wishes, and that the important medical and non-medical aspects of their lives are reliably addressed.

The model operationalizes three concepts:

1. The **Guiding Principles** (e.g., "Listen to me") assure that patients and families are respected partners in care.

2. Attention to the **whole person** addresses both medical and nonmedical needs.
3. The care guide's visits are structured around **best of practice protocols and key competencies**, such as Advance Care Planning.

Study Design

- The first (pre-pilot) phase enrolled 23 patients. This phase included many patients from our long term care partners.
- The pilot phase runs from spring 2013 through 2015, enrolling 300-400 patients and their families, plus 300 or more comparison patients and families, for a total 1,200 to 1,500 study participants.
- Participants are identified through the electronic medical record. These individuals have at least one of ten common serious chronic illnesses, such as heart failure, dementia, advanced cancer, or chronic obstructive lung disease.
- Patients come from Allina Health hospitals and clinics, including Abbott Northwestern Hospital, Mercy Hospital, Unity Hospital, and St. Francis Regional Medical Center, as well as the Minneapolis Heart Institute, Virginia Piper Cancer Institute, Walker Methodist in Minneapolis, and Augustana Care Center in Minneapolis. Comparison patients come predominantly from United Hospital and its associated hospital-based clinics.
- After participants and family caregivers are enrolled, they take baseline surveys to measure quality of life and care experience. They receive follow up surveys every three months.
- The business model evaluates utilization of key resources, such as hospital stays, hospice, and palliative care. It also tracks total cost of care. Attention is given to creating a sustainable, scalable model that provides both economic and clinical value.

Timeline

- January-October 2012: Model development, first iteration
- October 2012-May 2013: Pre-pilot phase, 15-30 participants (23 enrolled)
- June 2013-December 2015: Pilot phase, 300-400 participants

2. Update on 2014 LifeCourse Activities

Enrollment

As of February 13, 2015, LifeCourse has enrolled 333 intervention patients. Of these, 201 are still active, and 132 are inactive (61 have died, 71 are inactive for other reasons). LifeCourse has enrolled 439 intervention key friends and family members (KFFs), of whom 218 are active and 221 are inactive (KFFs are inactivated when the patient they are attached to passes away). As of the same date, LifeCourse has enrolled 185 comparison patients; of these, 156 remain active and 29 are inactive (14 have died, 15 are inactive for other reasons). LifeCourse has enrolled 166 comparison KFFs, 141 active and 25 inactive.

Staffing

LifeCourse currently has 8 care guides and 6 clinicians (2 registered nurses, social worker, marriage and family specialist, chaplain, and pharmacist). The social worker is also the clinical manager. Current caseloads for care guides range from 28 to 36 patients, depending on experience level of the care guide and complexity of the patients.

Model Development

The LifeCourse model continues to include three key elements--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. These key elements position the model to demonstrate how to support patients and families living with serious illness and how to yield an improvement in the individual care experience, the quality of care received, and the work life of those who provide care, all at a reduced net cost to society compared to the current healthcare cost burden.

The intervention has been refined and prepared for reliable deployment. A standard visit framework for the care guide is organized around what matters most and individual goals, an exploration of whole person, early family involvement, and unique visits focused on supportive care conversations, advance care planning, and shared decision making. Care guides focus on two to three areas of the palliative care domains each visit, using consistent scripting and documentation. This added structure allows for sequencing and increases our ability to proactively support patients and families through the illness trajectory.

Economic Value & Business Model

Key utilization metrics are collected for all patients and controls (i.e., emergency department admissions, inpatient days, palliative care visits, hospice enrollment, and hospice days). In addition, for those patients and controls for whom data are available, as obtained through Allina's total cost of care and risk sharing agreements with CMS and local payers, total cost is being analyzed ongoing. Economic and utilization data are highlighted in the 'Data' section.

Public Engagement

National Advisory Committee (NAC)

In March 2014, the LifeCourse National Advisory Committee came to Minneapolis. The NAC joined the LifeCourse team, patients, caregivers, other healthcare and community professionals to launch the Twin Cities Public Television documentaries at a well-attended (n=115) event at the TPT studios. In discussions after seeing the first TPT documentary, NAC members commented: "It's hard to get images of what it's really like to live like this." "How could we get this shown nationally?" "I loved hearing their stories. Will we get to hear, 'What Matters Most?'" "It's about dosing." "Does Randy [the patient profiled by TPT] graduate?"

In the full day discussion with the NAC advisors, highlights included attending to the evolution of the model ("The world changes as we budget for it, so the models need to be

updated as the rest of the world evolves.”), involving payers in the business model conversation (“Get payers at the table before you propose the payment methodology.”), and understanding how deeply the interdisciplinary team needs to be involved with all patients (“How will you think about Interdisciplinary team time? Just for high-risk? Regular case review? Just in time discussions?”).

Feedback on the quantitative data collection activities included the need to see the total cost of care analysis, understand the effect of component parts of the intervention on outcomes, add to the systems outcome data collection, and revisit the power calculation to understand ability to detect effects. Feedback on the qualitative data collection activities included a recognition of the need to understand how much and how often clinicians were used and what community resources and partners were relied upon most. NAC reviewed the 8 expansion initiatives proposed for 2015 and narrowed the list to 5 – major mental health, honesty conversations, expansion of diseases, electronic advance care planning, and cultural community focus.

Twin Cities Public Television (TPT)

In 2014, TPT produced 5 videos around “re-imagining late life care.” The series included:

- Redefining Care
- Beyond the Doctor
- Meaning and Legacy
- Living with Chronic Disease
- Language of Health

With each episode, we invited the community of patients, families, and organizations to join us for a premiere event. The Language of Health event had over 100 people that represented the diverse communities featured in this documentary including the Wilder Program, CLUES, and the American Indian Center. TPT will continue to connect with and showcase a diversity of cultural responses to late life as part of their 2015 initiatives.

AMPERS

In 2014, LifeCourse partnered with AMPERS, diverse radio for Minnesota communities. “Caregiving Conversations” featured salient messages from racially and ethnically diverse individuals who had personal experience with caring for someone in the later years of life. In addition, AMPERS stations advertised upcoming TPT documentaries. The cultural diversity work is continuing with “Community Conversations” and an April 23rd, 2015 event with KMOJ in North Minneapolis. KMOJ has the largest African American listening audience.

MinnPost

A series of 12 “late-in-life” articles were published by this partner, including “Innovations Focus on Care Coordination and Late Life Support.” Connecting Minnesotans with needed conversations around policy and care helped support the development of public awareness for LifeCourse.

Dissemination

Dissemination of LifeCourse findings are targeted this year at national health services, palliative medicine, and geriatrics meetings. Further, the team has targeted 14 high priority manuscripts for submission in 2015, one of which has already been accepted for publication ("Building new teams for late life care: Lessons from LifeCourse," accepted by *American Journal of Hospice and Palliative Care*) and another that is being revised after submission feedback ("Standing on the shoulders of giants: Late life supportive care for patients and families living with chronic illness," submitted to *Journal of Palliative Medicine*).

Data

Below we describe data from patients and key family members and friends (KFFs). These data include demographics of enrolled participants, quality of life indicators, care experience, and system outcomes. Data are presented for 325 intervention patients and 176 comparison patients; and for 402 intervention KFFs and 152 comparison KFFs.

Demographics

Patient

Approximately half of the patients enrolled in the LifeCourse intervention and in the comparison group are females (LifeCourse 50%, comparison 56%; $p=0.212$). Most are white (91% LifeCourse, 95% comparison; $p=0.124$). Approximately half of the patients enrolled in the LifeCourse intervention and in the comparison group are married (LifeCourse 46%, comparison 51%) and one-quarter to one-third are widowed (LifeCourse 30%, comparison 22%).

LifeCourse patients are slightly older than comparison patients -- median age for LifeCourse patients is 78 years old; for comparison patients, median age is 74 (p -value=0.001). Education level for both groups is highlighted, along with the primary diagnosis. Comparison patients (mostly from the eastern portion of the Twin Cities area, centered in St. Paul) are slightly less well educated than LifeCourse patients. LifeCourse patients include more individuals with dementia as a primary diagnosis, as compared to comparison patients, likely the result of nursing home relationships. Comorbidity scores (a measure of the complexity of a particular patient) are consequently higher for LifeCourse patients than for comparison patients (5.16 versus 4.69, $p=0.015$).

Patient Characteristics	Intervention		Comparison		P-Value
	N	Percent	N	Percent	
Education					0.042
No HS/Some HS	25	8%	13	7%	
HS/GED2	70	22%	57	32%	
Some College	94	29%	40	23%	
College Graduate	61	19%	25	14%	
Graduate/Professional	59	18%	26	15%	
Unknown	16	5%	15	9%	
Primary Diagnosis					<0.001
Cancer	50	15%	20	11%	
Dementia	77	24%	14	8%	
Heart Failure	198	61%	142	81%	

While we are striving to assemble a set of comparable patients in our comparison group, we find that while on many characteristics individuals in these groups are not distinctly different, there appear to be predictable differences due to geographic distributions of education, as well as advanced illness among LifeCourse patients, reflective of a meaningful attempt to enroll patients in the intervention who are truly 'sick enough'.

Key Friends and Family (KFF) Members

Approximately two-thirds of the key friends and family members enrolled in LifeCourse and the comparison group are female (63% LifeCourse, 61% comparison, $p=0.226$). Median age is the same for both groups (62 years; $p=0.657$). Slightly more than three-fourths of KFFs are white (86% LifeCourse, 80% comparison; $p=0.684$) and approximately three-fourths are married/partnered (74% LifeCourse, 72% comparison; $p=0.012$). Slightly more KFFs live with the patient in the comparison group than in the LifeCourse group (36% LifeCourse, 41% comparison; $p=0.001$). Reflecting the same trend as above in geographic distribution of education, we see the following:

KFF Characteristic	Intervention		Comparison		P-Value
	N	Percent	N	Percent	
Education					0.036
No HS / Some HS	5	1%	4	3%	
HS / GED	44	11%	24	16%	
Some College	115	29%	48	32%	
College Graduate	93	23%	26	17%	
Graduate/Professional	101	25%	25	16%	
Unknown	44	11%	25	16%	

Approximately one-third of KFFs are full-time employed (LifeCourse 36%, comparison 30%) and approximately one-third are retired (LifeCourse 34%, comparison 38%; p -value

0.037). More than half of KFFs have contact with the patient daily (LifeCourse 53%, comparison 61%) and another one-quarter to one-third have contact weekly (LifeCourse 32%, comparison 24%; p-value 0.006). Approximately one-third of our KFFs are spouses/partners to patients (LifeCourse 29%, comparison 34%) and slightly more than one-third are children of patients (LifeCourse 38%, comparison 37%; p-value=0.051). Overall, the KFFs are reasonably comparable across LifeCourse and the comparison group, with differences in expected areas.

Quality of Life

Patient

Intervention and comparison patients complete the Functional Assessment of Chronic Illness Therapy – Palliative version (FACIT-Pal) quality of life tool upon enrollment and at every 3 months thereafter. Sufficient data have accumulated to both describe the longitudinal nature of the quality of life of LifeCourse patients, as well as compare the first 6 months of quality of life scores for LifeCourse patients with comparison patients.

The table below outlines differences in quality of life scores for comparison patients as compared with LifeCourse patients. For example, social wellbeing scores are 1.00 points lower for comparison patients as compared with LifeCourse patients, from baseline to six months. In other words, comparison patients experienced a decrease in social wellbeing during that time, as compared with LifeCourse patients. These scores have been adjusted for gender, age, education, marital status, race, proxy status, diagnosis, and death (that is to say, none of the effects seen in the table are due to the adjustment variables). Further, these scores have been adjusted for baseline values, so differential starting points for LifeCourse and comparison patients are well managed.

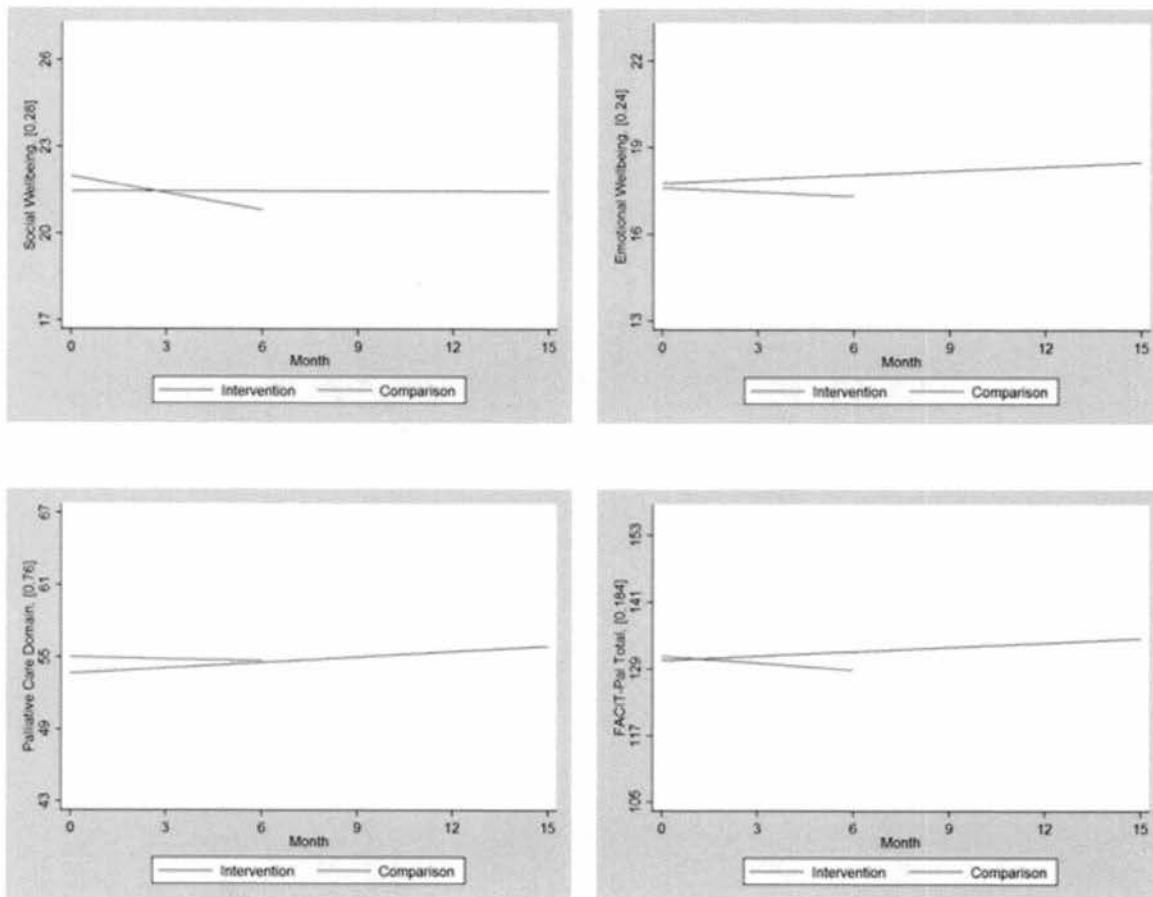
**Adjusted Regressions – Patient Quality of Life
Comparison Patients versus LifeCourse Patients**

Domain	No.	Beta	95% CI	P-Value
Physical	214	-0.38	-1.82, 1.06	0.605
Social	202	-1.00	-2.31, 0.30	0.131
Emotional	206	-0.91	-2.04, 0.22	0.114
Functional	206	-0.60	-2.09, 0.89	0.428
Palliative	219	-2.29	-4.85, 0.27	0.079
FACIT-Pal	186	-4.34	-9.88, 1.19	0.123

We see several trends approach statistical significance – comparison patients have lower quality of life, over time, in the areas of social wellbeing, emotional wellbeing, and in the palliative domain, than LifeCourse patients. We are starting to witness the hypothesized ‘maintenance of quality of life’ by LifeCourse patients. We would not anticipate effects in the physical or functional wellbeing areas, as it is unlikely LifeCourse would have such effects. In the overall FACIT-Pal score (combined domains), comparison

patients have a 4 point lower quality of life. Below we include graphs of the most significant trajectories for quality of life:

Graphs of Significant Trajectories for Patient Quality of Life



Key Friends and Family Members

Intervention and comparison key friends and family members (KFFs) complete the Patient Reported Outcome Measurement Information System 29 question survey (PROMIS-29) upon enrollment and at every 3 months thereafter. Again, sufficient data have accumulated to both describe the longitudinal nature of the quality of life of LifeCourse KFFs, as well as compare the first 6 months of quality of life scores for LifeCourse KFFs with comparison KFFs.

We see one trend at statistical significance – anxiety. **Comparison KFFs are witnessing an increase in anxiety over the first 6 months as compared to LifeCourse KFFs. In addition, the global health rating by comparison KFFs is decreasing over that 6 month period (rather than the desired increase).** The remaining trends do not demonstrate any significant differences between the quality of life of comparison and LifeCourse KFFs.

These scores have been adjusted for gender, age, education, marital status, race, and frequency of contact between KFF and patient. Further, these scores have been adjusted for baseline values, so differential starting points for LifeCourse and comparison KFFs are well managed.

**Adjusted Regressions – KFF Quality of Life
Comparison KFFs versus LifeCourse KFFs**

	No.	Beta	95% CI	P-Value
<i>Lower scores better</i>				
Anxiety	183	2.41	0.01, 4.80	0.049
Depression	184	0.50	-1.83, 2.83	0.670
Fatigue	180	0.97	-1.44, 3.38	0.427
Sleep Disturbance	180	0.02	-1.99, 2.02	0.985
Pain Interference	180	-0.33	-2.51, 1.85	0.768
Global – Pain	170	0.25	-0.39, 0.89	0.440
<i>Higher scores better</i>				
Physical	185	-0.64	-2.36, 1.08	0.465
Social	179	0.84	-1.85, 3.52	0.538
Global - Health	177	-0.19	-0.41, 0.04	0.100
Global – QOL	177	-0.03	-0.27, 0.21	0.798

Experience

Patient

Intervention and comparison patients complete a specialized patient experience tool developed specifically for LifeCourse upon enrollment and at every 3 months thereafter. Again, sufficient data have accumulated to both describe the longitudinal nature of the care experience of LifeCourse patients, as well as compare the first 6 months of care experience scores for LifeCourse patients with comparison patients.

Comparison patients have a consistently lower care experience over time than those patients enrolled in LifeCourse, although this trend is not yet statistically significant. **In the areas of 'repeat myself', 'goals', and 'trust', it appears the differences are beginning to approach significance – in other words, comparison patients experience a decrease in their care experience over time in these areas, as compared to LifeCourse patients. In addition, LifeCourse patients are rating their overall support and their total experience as higher over time than comparison patients.** All of these analyses are adjusted for gender, age, diagnosis, education, race, proxy status, and death. In addition, they are controlled for starting values, so differences in baseline levels do not influence these results.

**Adjusted Regressions – Patient Experience
Comparison Patients versus LifeCourse Patients**

	No.	Beta	95% CI	P-Value
Repeat Myself	165	-0.36	-0.93, 0.22	0.226
Personal	151	-0.28	-0.85, 0.29	0.330
Goals	154	-0.31	-0.85, 0.23	0.255
Unanswered Questions	153	-0.16	-0.49, 0.17	0.352
Conflict / Frustration	168	0.17	-0.18, 0.51	0.346
Choice	133	-0.01	-0.80, 0.78	0.982
Trust	165	-0.21	-0.60, 0.18	0.285
Time	166	-0.09	-0.57, 0.39	0.719
Global – Care	178	-0.20	-0.65, 0.25	0.377
Global – Support	179	-0.35	-0.77, 0.06	0.097
Patient Experience Total	126	-1.82	-4.51, 0.86	0.182

System Outcomes

Advanced Directives

While fewer patients in the LifeCourse group had advance directives prior to enrollment, a **substantial increase in the percent with advance directives has occurred since enrollment, significantly different from the experience of comparison patients.**

	Intervention		Comparison		
Patient Characteristics	N	Percent	N	Percent	P-Value
Prior to Enrollment	139	43%	95	54%	0.016
Since Enrollment	91	28%	9	5%	< 0.001
Total Advanced Directives	230	71%	104	59%	0.008

Emergency Department Visits

Mean emergency department visits in the 12 months prior to enrollment were 1.59 and 1.43, respectively and not significantly different, among LifeCourse and comparison patients. **Since enrollment, LifeCourse patients have averaged fewer emergency department visits compared to comparison patients. This pattern is statistically significant among patients still living and trending positively for those who have died.**

	Intervention		Comparison		
Patient Characteristics	N	Mean ± SD	N	Mean ± SD	P-Value
ED Visits					
12 Mo Prior Enroll	325	1.59 ± 1.82	176	1.43 ± 1.77	0.321
12 Mo Since Enroll					
Among those still living	258	1.05 ± 1.81	161	1.62 ± 2.74	0.019
Change	258	-0.35 ± 2.01	161	0.19 ± 2.71	0.015
Among those who died	67	1.60 ± 1.94	15	1.80 ± 1.93	0.715

Inpatient Palliative Care Visits

The proportion of patients at Allina and at Abbott Northwestern Hospital who generally receive inpatient palliative care visits is approximately 5.7%. **For LifeCourse patients, 11.6% (a two fold increase) have received inpatient palliative care visits.**

Inpatient Days

Prior to enrollment, the median inpatient days ('average length of stay') for LifeCourse and comparison patients were similar. **In the 12 months since enrollment, the median inpatient days for LifeCourse patients is lower than for comparison patients, although this has not yet reached statistical significance. For those patients in the last six months of life, it appears that LifeCourse patients have substantially fewer days in the hospital, although this trend must be interpreted cautiously, as relatively few comparison patients have died.**

Patient Characteristics	Intervention		Comparison		P-Value
	N	Median (IQR)	N	Median (IQR)	
Inpatient Days (ALOS)					
12 Mo Prior Enroll	325	5.16 ± 8.38	176	4.89 ± 7.31	0.705
12 Mo Since Enroll	258	2.80 ± 7.85	161	3.38 ± 6.85	0.431
Change	258	-1.57 ± 8.59	161	-1.09 ± 8.08	0.566
Last 6 Mo of Life	57	19.3 ± 22.2	14	42.6 ± 46.2	0.088

Hospice Enrollment

Approximately 31% of Allina patients have been admitted into hospice since January 1, 2012. At Abbott Northwestern Hospital, 32.5% of patients have been admitted into hospice. For LifeCourse patients, 50% have been admitted into hospice; for comparison patients, 40% have been admitted into hospice. These percentages are potentially biased, however, as we only have the ability to examine Allina hospice enrollment and not all hospice enrollment in Minnesota.

Total Cost of Care

Examination of the 'total cost of care' (i.e., cost of care covered by external payers) is possible because of Allina's at-risk contracts (e.g., accountable care organization contracts, and total cost of care agreements). Utilization and expenditure information was obtained from claims files shared by the Centers for Medicare and Medicaid, BlueCross BlueShield of Minnesota, and Health Partners. Patients included in this analysis had to have insurance information available 6 months prior to ('pre') and 3 months after their enrollment date.

Control patients for this analysis were directly matched to intervention participants on their primary condition within the three study conditions, as well as whether or not the patient was in hospice during the pre-period and whether the patient died within a year of their enrollment date. The two most similar control patients for each study participant were then selected using propensity scores that took into account age, sex, marital status, the number of chronic conditions during the pre-period, the number of unique drugs

during the pre-period, the total expenditures in the pre-period, the total expenditures in the pre-period incurred for the 3 study conditions, and inpatient expenditures 1 month prior to the enrollment.

Preliminary findings show the LifeCourse intervention patients had larger decreases in total and inpatient expenditures compared to the matched controls in terms of both absolute and percent change. These differences were seen using both 3- and 6-month post-periods. (In the table, 'IP' = inpatient, 'SNF'=skilled nursing facility, 'ED'=emergency department.)

**Preliminary Impact of LifeCourse on Expenditures for Selected Services
First 90 Days**

	Patients	Total \$	IP \$	Hospice \$	SNF \$	ED \$
Pre- to Post- Absolute Change						
LifeCourse	41	-\$1,755	-\$1,575	\$0	-\$132	\$0
Matched Controls	82	-\$806	-\$826	\$106	-\$91	-\$40
Pre- to Post- Percent Change						
LifeCourse	41	-37%	-52%	0	-55%	0%
Matched Controls	82	-20%	-33%	+	-50%	-59%

**Preliminary Impact of LifeCourse on Expenditures for Selected Services
First 180 Days**

	Patients	Total \$	IP \$	Hospice \$	SNF \$	ED \$
Pre- to Post- Absolute Change						
LifeCourse	31	-\$3,115	-\$2,553	\$0	-\$112	\$1
Matched Controls	69	-\$1,231	-\$981	\$77	-\$126	-\$44
Pre- to Post- Percent Change						
LifeCourse	31	-63%	-76%	0	-48%	3%
Matched Controls	69	-35%	-46%	+	-66%	-74%

To estimate potential savings, we can apply the percent decrease in total expenditures experienced by the control group to the intervention group and compare it to what the intervention group actually experienced. This yields $\$4,926 \times .35 = \$1,724$, which compared to a \$3,115 per month, is a difference (savings) of \$1,391 per month. If you multiply this by 31 patients over 6 months, that totals \$258,726 in savings. Were we to extrapolate these savings to the total LifeCourse enrollment for a 6 month period, estimated savings would be \$2,779,218. Of course that estimate should be interpreted with significant caution, but it begins to paint the picture of the potential magnitude of total cost effect.

3. Unanticipated Results & Lessons Learned

Balancing Complexity of Late Life Against Need for Simplified Deployment

As we analyze our qualitative and quantitative data, it is abundantly clear that the experience of late life is complex for patients and families. This fact alone highlights the need for person-centered care; our publications on this topic will help provide impetus and give practical direction to others. In the early months of the intervention, we intentionally let the care guide-patient relationship flow organically, and in so doing discovered the issues of late life as experienced from the user's perspective. We have used the last year to collate the work, establish a needed standard of practice, and refine the care guide role. That role is now leaner; it devotes more time to a set of clear deliverables that mesh with Allina's clinical strategies. The challenge going forward will be to use the simplicity of the deliverables to make the care guide role universally accessible, while retaining a true sense of relationship among care guides, patients, and families. We are carefully testing and sequencing the set of care guide tasks with this in mind.

Team Evolution

Over the first three years of model development, team dynamics and interactions have focused inward on the small group of LifeCourse team members, moving toward a high functioning team and optimizing interactions between participants, families, and fellow team members. A deeper understanding of individual roles, responsibilities, relationships and their interdependencies have positioned the team to now turn outward to the health system in anticipation of embedding care guides within existing care teams. As we transition toward scaling the model across the system, care guides and team members will take these lessons and integrate internal team processes into the variety of teams where LifeCourse will ultimately be deployed.

National Alignment

We find increasing evidence that LifeCourse is well positioned to contribute significantly to the national landscape around late life and end of life care. In 2014, two noteworthy publications were released. First, the Institute of Medicine report "Dying in America: Improving Quality and Honoring Individual Preferences Near the End of Life" was released by the Committee on Approaching Death: Addressing Key End-of-Life Issues. Serving on this committee was LifeCourse national advisor, Diane Meier, MD, and reviewing the report was another advisor, Joanne Lynn, MD. In addition, Atul Gawande's book, *Being Mortal: Medicine and What Matters in the End*, hit the top of the *New York Times* non-fiction bestseller list. Frontline's episode focusing on the issue yielded a retweet of a LifeCourse post. In a speech Diane Meier gave at the National Summit for the Center to Advance Palliative Care, she highlighted these publications and other significant trends that indicate the tipping point of reform for late life care is at hand.

Preview of 2016-2018

In 2015, the LifeCourse team continues to focus on patient and KFF enrollment, rich analysis of data, and expansion initiatives. In addition, given the promising nature of the outcomes data to date and the positive qualitative feedback from patients, KFFs, and care team members, we are preparing both a Phase II funding proposal for the Robina

Foundation, as well as developing a plan to take the model to scale across Allina Health. This proposal and plan will include a shared ownership of the cost of expansion, an enhancement of community partnership and a focus on diverse patients and families, and a sustainable deployment model that layers LifeCourse across the organization without requiring a silo staffing model. Given previous experience deploying care improvement and care innovation across Allina, tailoring scaled deployment to the different units and teams within the organization will be critical.

4. Expense Statement

The total budget for 2014 was \$4,274,541. The actual expenditure was \$3,957,830. The project was \$316,711 under budget in 2014 which results in being \$914,273 under budget for the pilot phase to date.

Account	2014 (Year 3)		2012-2014 (Cumulative Total)	
	Budget	Actual	Budget	Actual
Salaries	\$ 2,334,106	\$ 2,139,162	\$ 5,199,471	\$ 4,887,203
Benefits	647,715	557,979	1,557,406	1,309,226
Supplies		19,224	54,500	51,505
Equipment/Facilities	70,000	7,651	140,000	45,481
Printing/Postage	10,000	10,243	81,000	16,992
Purchased Services ¹	100,000	232,655	493,500	401,543
Consulting/Contractual Agreements ²	867,720	925,543	2,800,602	3,081,555
Education	100,000	24,100	288,000	45,161
Travel	130,000	32,270	205,000	71,758
Food	15,000	4,069	42,250	25,839
Miscellaneous		4,934	15,000	26,193
TOTAL	\$ 4,274,541	\$ 3,957,830	\$ 10,876,729	\$ 9,962,456
Total Variance			(Under budget)	\$ 914,273

¹ Purchased Services includes C-TAC and CAPC contributions, IRB fees

² Consulting/Contractual Agreements includes partners (TPT, University of Minnesota, Augustana, Walker Methodist), as well as Patient and Caregiver Advisory Council members, National Advisory Committee members, and other consultants/training.

Respectfully submitted,

Eric W. Anderson, MD, Principal Investigator

Late-in-life: Innovations focus on care coordination and tailored support

This article is part of a yearlong occasional series on late-in-life health care — when chronic illness or a constellation of medical problems can cause a cascade of new needs, complications and worries.

Carolyn Brown talks about her heart and meets with her doctor.

Carolyn Brown recalls a day when “doctors were seen as gods.”

“What they said went,” said Brown, of Hopkins, whose failing heart has driven her to see a host of doctors.

Under that traditional view, a medical pantheon presides over patients battling chronic illnesses. In Minnesota, chronically ill patients typically see nine or 10 different doctors a year.

Sure, they can be thankful for that specialized medicine. But too often, these sick and weak patients find themselves lost in logistical hassles and medical confusion as they shuttle from doctor to doctor, striving to make sense of instructions that don’t always connect – and, sometimes, actually conflict.

Now, though, health-care organizations in the Twin Cities and across the nation are testing innovative ideas for helping late-life patients coordinate their complex treatment regimens. At the same time, they are exploring patient-centered alternatives to the old doctor-knows-best model.

The innovators envision care that would include help with practical challenges such as transportation to medical appointments, paperwork and sorting through multiple diagnoses, prescriptions and follow-up instructions. Further, the care would reach beyond the practical to respect patients as individuals with their own life goals, fears and spiritual needs.

'We all need to be seen as people'

“When you tend to people’s real wishes, real goals, they make choices that work better for them and are less costly. They suffer less,” said Dr. Eric Anderson, a specialist in palliative care at Allina Health in the Twin Cities.

“As we age and become ill, we all need to be seen as people,” he said.



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ROBINA FOUNDATION

TO: Robina Foundation Board of Directors

FROM: Penny Hunt

RE: *LifeCourse Implementation*

DATE: March 4, 2015

In early February, Nancy was contacted by Karen Birkeland, one of her husband's relatives (the wife of his first cousin once-removed), who called to express concerns about the LifeCourse initiative based on her work on the initiative for several years. I followed up with Karen Birkeland to understand her concerns about the initiative and its implementation to date. Below is my summary of our discussion. As you can see, Karen has issues with the design as well as the implementation of the initiative.

I am providing this information to the Board so that you can determine how we should handle this information going forward. I suggest the following:

1. Assuming the Board agrees, I will follow up with Penny Wheeler to let her know that we are aware of concerns about the program. I will do this before our April 28 Listening Tour meetings with Allina, which I believe will focus on LifeCourse.
2. We know that Allina plans to request additional funding for LifeCourse. In connection with our consideration of additional funding, we should engage an outside evaluator to assess the program. Our instructions to the evaluator would include the concerns expressed by Karen. (Hiring an evaluator is something I would recommend regardless of any knowledge of potential issues with the program.)

Summary of conversation with Karen Birkeland

When I first contacted Karen, she expressed some concern that talking with Robina might have ramifications for her, but then she went on to provide her views about the initiative. Karen's husband listened in on the conversation.

Karen was very quick to say at the beginning of the call that she does not view anything going on as illegal, but rather very poor business practices. She has grave doubts about the LifeCourse model, implementation of the initiative, particularly the lack of processes and oversight, and whether it can result in the development of a sustainable, functional model.

She apparently voiced her concerns repeatedly to the leadership team, who either ignored them, told her they were in the development stage of the model, and urged her to get on board with the team. In the fall of 2014 she received a bad performance review for a trivial reason. Because the LC team was trying to remove her, she consulted an attorney to discuss whistleblower protection. As best I understood her, the lawyer did not feel that Allina was doing anything "egregious" (her word). Prior to the fall of 2014 she had

expressed the desire to leave LC and had been seeking positions elsewhere in Allina. She ultimately did leave for another position at Allina, where she feels she is a valued, effective employee. She stressed that she is not criticizing Allina because of the way she was treated. She contacted Nancy because she and her husband were concerned that LifeCourse could come up at a family gathering, and they thought it best to explain the situation of her employment before it came up.

More detail on key parts of our discussion:

1. Karen: Karen was the "Performance Improvement Manager" of LC from August 2012 to the end of December 2014. She has a BA in molecular, cellular and developmental biology from the University of Colorado and an MBA from St. Thomas. Prior to her work with LC, she worked for 6 years in the clinic division of Allina where she led and deployed very large and complex service initiatives. Before joining Allina she worked at Medtronic in the quality and clinical trial areas. She was asked to join the LifeCourse team by Heather Britt, who was a friend, for her process expertise.

Karen describes herself as an operational and process improvement focused person.

2. The LifeCourse Model: Karen questions whether the model can be effective and sustainable:

- Use of Care Guides in LC is based on the Dick Adair program, but this is very different: very vulnerable patients, no connection with a specific doctor or oversight by a doctor, as was the case with the Adair program
- No operational model
- Current Care Guides only work with 15 - 20 patients; need to work with 45 - 60 patients for the initiative to be sustainable
- Model just adds a layer to existing teams of social workers, etc. Care Guides do not provide real value.
- Model doesn't recognize risk and potential for patient harm
- Another process person flagged the same issues, but was ignored by the leadership team.

3. Care Guides:

- Hiring criteria is not adequate. This has been changed somewhat to require more education and experience, but still inadequate
- Wrong job grade
- Insufficient training and guidance so that CGs are not sure what their role is.
- Operate outside of the scope of their position and experience. (Karen described a meeting where trained social workers and marriage and family counselors cried when they realized what Care Guides were doing without sufficient expertise.)
- Not adding value — just viewed as a "friendly visitor"
- No standard approach or process on how to provide care
- Not integrated into clinics

4. LifeCourse Leadership

- Fails to provide needed oversight and support
- Unwilling to go into the field to understand what CGs are doing. (Karen observed work of CGs and determined that there is “no way anyone would pay for” visits by CGs.)
- Provides insufficient guidance, particularly on safety
- Unable to make decisions; too “touchy-feely”
- Unwilling to recognize that Care Guides can’t do the work; should hire social workers rather than CGs. Separate role doesn’t work.
- Fails to support staff focused on process, etc. (Failed to replace the “Clinical Project Manager” when she left. She had also flagged the issues.)
- Some improvement since the hiring of Paige Bingham, who wants to fix the problems and has provided some structure, but she is also interested in expansion of the program even though a sustainable model hasn’t been developed
- Unwilling to consider questions about whether the work is being done right or at the right time
- Fails to probe data about people who drop out of LC or refuse to enroll

5. Implementation of Initiative

- Still lack clear processes and other standards
- Two years of no progress; wasting resources
- Way behind timing set for the initiative
- In May 2013 hospice providers came to Allina with concerns about the implementation of the initiative.
- Augustana and the other nursing home partner also had concerns, although relationships are better now.

Robina Foundation 2015 Board Meeting Dates

DATE (2015)	PLACE/TIME
March 2-4, 2015 (Mon, Tues, Wed) New York City Lodging: The Lotos Club 5 E. 66 th Street, New York, NY 10021 Phone: 212-737-7100	New York City March 2 - 6:00 p.m. Dinner at The Lotos Club Grill March 3 - 8:30 a.m. to 5:00 p.m Meeting at CFR March 3 - 6:00 p.m. Dinner at the Cognac March 4 - 8 a.m. to 11 a.m. in The Lotos Club Directors Room
May 12, 2015 (Tuesday) Conference Call	10:00 a.m. to 12 noon (CDT)
August 31-September 2, 2015 (Mon, Tues, Wed) Annual Meeting Minneapolis, Minnesota	Minneapolis, MN Monday, August 31 - 6:00 p.m. Dinner Tuesday, September 1 - 8:00 a.m. to 4:00 p.m. Tuesday, September 1 - 6:00 p.m. Dinner Wednesday, September 2 - 8:00 a.m. to 12 noon
November 19, 2015 (Thursday) Possible all-day meeting in Minneapolis	Minneapolis Possible all-day meeting or Conference Call

Calendar for year 2015 (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 4:○ 13:● 20:● 26:○	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:○ 11:● 18:● 25:○	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:○ 13:● 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 4:○ 11:● 18:● 25:○	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 3:○ 11:● 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 2:○ 9:● 16:● 24:○
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 1:○ 8:● 15:● 24:● 31:○	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 6:● 14:● 22:● 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 5:● 13:● 21:● 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 4:● 12:● 20:○ 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 3:● 11:● 19:● 25:○	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:● 11:● 18:● 25:○

Holidays and Observances:

Jan 1 New Year's Day	May 25 Memorial Day	Nov 11 Veterans Day
Jan 19 Martin Luther King Day	Jun 21 Fathers' Day	Nov 26 Thanksgiving Day
Feb 14 Valentine's Day	Jul 3 'Independence Day' observed	Dec 24 Christmas Eve
Feb 16 Presidents' Day	Jul 4 Independence Day	Dec 25 Christmas Day
Apr 5 Easter Sunday	Sep 7 Labor Day	Dec 31 New Year's Eve
Apr 13 Thomas Jefferson's Birthday	Oct 12 Columbus Day (Most regions)	
May 10 Mothers' Day	Oct 31 Halloween	

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)

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

allina

Allina Health

ABBOTT NORTHWESTERN
HOSPITAL FOUNDATION

800 East 28th Street
Minneapolis, MN 55407-3799
612-863-4126

March 4, 2015

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

Dear Penny,

On behalf of the Board of Directors of the Abbott Northwestern Hospital Foundation and the Hospital and community they serve, I want to recognize the Robina Foundation's truly transformative support for the LifeCourse project. Specifically, I want to substantiate and acknowledge that on February 24, 2015 Allina Health Treasury received a wire transfer from the Robina Foundation totaling \$3,990,000.

This most recent grant is just the latest example of the Robina Foundation's amazing partnership with Abbott Northwestern Hospital, its Foundation and Allina Health. Together we have accomplished much and this partnership has the potential to accomplish so much more.

Thanks again to you and the Robina Trustees for their continuing transformational support.

Sincerely,

Rich
Richard Meyer
President

Abbott Northwestern Hospital Foundation

*Robina is a special partner
in transforming the health
of our community, region
and nation. Many thanks!*

As required by the Internal Revenue Service, we are informing you that Abbott Northwestern Hospital Foundation is a 501(c)(3) charity. You have not been provided with any goods or services in exchange for this contribution.

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

FACSIMILE TRANSMISSION FORM

DATE	February 22, 2015
TO	Kimberly DeBeare cc: Jenna Turnberg
FAX #	866-592-7243
FROM	Penny Hunt, Executive Director
SUBJECT	Wire Transfer of Funds to Allina Health System

(Page 1 of 1 Pages)

Kim,

Please wire-transfer \$3,990,000 to the Allina Health System per the instructions below for the *LifeCourse* project.

Please let us know when that transfer takes place, and inform the Allina Health System that Robina needs an acknowledgement letter stating the date and amount of the monies transferred. Thank you.

Instructions for Wire Transfer

Bank: Wells Fargo, National Association
 420 Montgomery Street
 San Francisco, CA 94163, USA

SWIFT Code WFBIUS6S

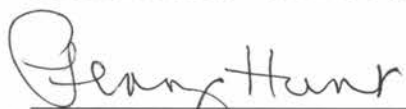
ABA: XXXXXXXXXX

Account Name: Allina Health System

Account Number: 635-500-5000

Text: Funds are for the grant from the Robina Foundation to Abbott Northwestern Hospital Foundation's "*LifeCourse*" project. Allina contact: Paige Bingham, paige.bingham@allina.com, 612-262-0700
Robina Foundation contact is Penny Hunt, Executive Director, or Nancy Gilberg, Administrative Consultant, at 612-333-2313.

Kim, if you have any questions about the instructions, please contact the following person(s):
Jerome Houizot – 612-262-0646, or Nerissa Nugent, 612-262-0647.



Penny Hunt, Executive Director
Robina Foundation

Nancy Gilberg

From: James M. Lindsay <JLindsay@cfr.org>
Sent: Thursday, March 19, 2015 11:46 AM
To: Penny Hunt
Cc: Nancy Gilberg
Subject: RE: Proposal on Additional Diversity Activities

CFR
Proposal

→ Board approval
for use of
\$30K

Hi Penny,

Thanks for the good news. We are delighted. Yes, we will report on the activities I outlined in my email of March 16 in our grant report.

Not knowing how the conferences in question decide their panels, or how far in advance they make those decisions, it's impossible to say whether we can get on conference panel. We can certainly offer to conference organizers our willingness to appear on a panel. I will let you know what we hear.

Best,

Jim

From: Penny Hunt [mailto:pennhunt@gmail.com]
Sent: Thursday, March 19, 2015 12:40 PM
To: James M. Lindsay
Cc: Nancy Gilberg
Subject: Re: Proposal on Additional Diversity Activities

Hi Jim,

I'm pleased to report that board members of the Robina Foundation are very enthusiastic about the activities you outline below and agree that the \$30,000 CFR has held for the evaluation should be allocated among those activities. One board member asked whether it might be possible for CFR to get on the program of one of the professional conferences you describe in paragraph #1. Is that a possibility?

Given the board's approval of this use of the funds, we will move forward to wire transfer \$446,117 to CFR. We anticipate that you will report on the implementation of these new activities in upcoming reports to the foundation.

3.16.15

CFR
Proposal
use of
\$30K

From: "Penny Hunt" <pennhunt@gmail.com>
To: "Steve Lewis" <s.r.lewis.jr@comcast.net>, "Gordy Aamoth" <gaamoth@msn.com>, "Kathleen Blatz" <kathleenblatz@msn.com>, "Susan Berresford" <berresu43@gmail.com>, "Marianne Short" <marianne.short@uhg.com>, "Peter Karoff" <hpkaroff@gmail.com>, "Steve Schroeder" <Steve.Schroeder@ucsf.edu>
Cc: "Nancy Gilberg" <ngilberg@robinafoundation.org>, "Carol VanOrnum" <cvan@whitneymgt.com>, "Renee P Christensen" <renee.christensen@uhg.com>
Sent: Wednesday, March 18, 2015 10:40:14 AM
Subject: Fwd: Proposal on Additional Diversity Activities

Greetings,

Below is CFR's proposal for the use of the \$30,000 previously earmarked for the external review of the expanded diversity initiative grant. You will recall that when we asked CFR for this proposal, we mentioned activities Steve Lewis learned about during his orientation meetings. I think the activities described are the kind of activities CFR staff expressed a desire to pursue.

Please let me know if you have questions or concerns about CFR's use of the funds to implement these activities.

Warm regards,
Penny

Begin forwarded message:

From: "James M. Lindsay" <JLindsay@cfr.org>
To: Penny Hunt <pennhunt@gmail.com>
Subject: **Proposal on Additional Diversity Activities**
Date: March 16, 2015 at 9:38:25 AM CDT

Hi Penny,

You asked me to come back to you with a proposal on how CFR might spend the \$30,000 that had been earmarked for the external review of the expanded diversity initiative grant. We propose to undertake the following four sets of activities:

1. Increased Academic Outreach. CFR's Academic Outreach Program, which Vice President Irina Faskianos leads, would participate in three major professional conferences that attract large numbers of academics who belong to underrepresented groups: the Hispanic Association of Colleges and Universities, the National Conference of Black Political Scientists, and the HBUC Faculty Development Network. CFR would operate a booth at each conference venue and provide conference participants with information about CFR's educational materials, its internship and employment opportunities, and its fellowship opportunities.

2. Increased Minority Participation in CFR's College and University Educators Workshop. CFR would underwrite the expenses of five minority faculty to attend its College and University Educators Workshops. These workshops bring together professors and teachers in fields related to international affairs and foreign policy at both the secondary and postsecondary levels to share

methodology for teaching international affairs and foreign policy. The objectives are for educators to learn about the variety of open-source resources available for use in an educational environment, align CFR's work with that of the academic community, and discuss best practices with colleagues from across the country.

3. Increased Fellowship Affairs Outreach. CFR's Fellowship Affairs Program, which Janine Hill leads, would make three trips to college and university campuses to discuss CFR's Fellowship Program as well as other opportunities and resources at CFR. We have tentatively identified Morehouse College and Spelman College, the Ohio State University, and the University of Texas at San Antonio as potential visit opportunities.

4. Increased Advertising. CFR would advertise its internship and fellowship opportunities in professional journals and conference programs that will likely reach members of underrepresented groups. The potential advertising outlets include: the American Political Science Association's Annual Meeting Program Booklet, the National Minority Update Magazine, the Latin American Research Review, and the African Studies Review.

All of these activities would be new. That is, they are in addition to what CFR is already doing as part of our longstanding collection of diversity activities, both those that the Robina Foundation supports and those that CFR pursues independently.

The attached spreadsheet details how the costs break down across the four sets of activities. You will see that the total comes to \$32,100. As I noted in an earlier email, we currently project a balance of roughly \$2,000 on the initial diversity grant after accounting for the unspent external review funds. We propose allocating the balance, which comes from unanticipated cost savings, to the new activities we are recommending.

If you need any additional information or have any questions, please do not hesitate to let me know.

Warmest regards,

Jim